

# Final Performance Evaluation Report of Two Democracy and Governance Projects



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## Glossary of Terms and Acronyms

Acprodmujer	Asociación Civil Pro Desarrollo de la Mujer
AED	Academy for Educational Development
AJOMA	Asociación de Jóvenes de Mateare
AMMCH	Women Association/ Movement of Chinandega
AOTR	Agreement Officer's Technical Representative
ASODEL	Association for Survival and Local Development
CAMM	Centro de Apoyo a las Misiones
CDC	Center for Constitutional Rights
CENIDH	Nicaraguan Center for Human Rights
CEPMEN	Association of Women Entrepreneurs
CHF	Community Housing Foundation
CINCO	Communications Research Center
CIVICUS	CIVICUS: World Alliance for Citizen Participation
CONPES	Economic and Social Planning Council
COP	Chief of Party
CPC	Citizen Power Councils –Citizen Participation Committees
CPDH	Permanent Commission on Human Rights
CPMEN	Permanent Congress of Business Women
CSE	Supreme Electoral Council
CSOs	Civil Society Organizations
DCOP	Deputy Chief of Party
DG	Democracy and Governance
FMN	Foundation Movement for Nicaragua
FNN	Foundation Nicaragua Nuestra
FOG	Fixed Obligation Grants
FONG	Foundation for Non Government Organization
FSLN	National Liberation Front
FUNDESER	Foundation for the Socioeconomic Rural Development
FUPADE	Foundation for Development
HADEMOS	Let's Make Democracy
HICD	Human and Institutional Capacity Development
ICNL	International Center Nonprofit Law
IDF	International Development Framework
IEEPP	Institute for Strategic Studies and Public Policies
INGES	Research and Social Processes Institute
INCEJU	Nicaraguan Institute and Study Center for Youth
IPADE	Institute for Development and Democracy
IRI	International Republican Institute
ISP	Institutional Strengthening Program
MAM	Autonomous Women's Movement
MJN	Nicaragüita Youth Movement
MPN	Movement for Nicaragua
MSI	Management Systems International
NDI	National Democratic Institute
NED	National Endowment for Democracy

PMP  
PROJUSTICIA  
RED LOCAL  
USAID

Performance Monitoring Plan  
For Justice Group  
Nicaragua Network for Democracy and Local Development  
United States Agency for International Development

## Executive Summary

The objective of this evaluation was to perform the final performance evaluations of two Democracy and Governance Office Projects:

<b>Project Name</b>	<b>The Institutional Strengthening Project (ISP)</b>	<b>The Human and Institutional Capacity Development Program (HICD)</b>
<b>Implementing organization</b>	FHI360 <sup>1</sup> in partnership with MSI	World Learning
<b>Amount</b>	\$5,544,506 with \$1 million for grants	\$4,059,455 (very limited grant funds)
<b>Life of project</b>	3 years – from June 6, 2008 to August 30, 2011	2 years - from April 1, 2010 to April 6, 2012
<b>Project objective</b>	To support the strengthening of the organizational capacity, governance structure, operational efficiency, and strategic vision of 30 civil society organizations (CSOs) in Nicaragua	To address three core factors that greatly impact the sector: capacity and performance; environment; and sustainability

In addition, the evaluation was to: “provide USAID with information and analysis to help make management decisions in a changing political environment and whether, when, and how to continue future support to Nicaraguan civil society organizations”<sup>2</sup>. The following were the key evaluation questions:

1. What is the general status of civil society in Nicaragua? Can it be categorized into subgroups? If so, what are the typical organizations in each category? To what extent are or did the two activities address the needs of CSOs?
2. What are the views of local civil society about whether these two activities were relevant to them? To what extent were the two activities effective in achieving their overall objectives and results? Are there changes in focus that should be made under any future civil society assistance?
3. How effectively have these programs coordinated with USAID or other donor programs to achieve overall strategic objectives?
4. How did the civil society partners and beneficiaries of these programs interact with the broader political and governmental environment? And how were they affected by it?
5. Should the Mission design and implement a similar future program (or programs) to the activities being evaluated? What are the strengths and weaknesses of these programs? How can they be improved?
6. How has reduction or withdrawal of donor assistance impacted civil society?

Gender-related questions:

7. How did the different roles and status of women and men within the community, political sphere, workplace, and household (for example, roles in decision-making and different access to and control over resources and services) affect the work that was undertaken?

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<sup>1</sup> The original implementer was AED, before it was bought by FHI360

<sup>2</sup> RFQ 524-12-013, page 6

8. How did the anticipated results of the work affect women and men differently?

The evaluation took place between July 27<sup>th</sup> and November 30<sup>th</sup> 2012 and covered the implementation timeframe for both projects, from June 6, 2008 to April 6, 2012.

Evaluation design included four phases: evaluation planning, design and methodology, data collection and analysis, and final report writing. The evaluation team was comprised of Anabella Bruch, US Evaluation and Civil Society Expert, Raul Fajardo, Local Evaluation Expert, and Maria Augusta Rodrigues, assistant to the Local Expert. The team has extensive evaluation and civil society sector expertise<sup>3</sup>.

USAID's democracy portfolio has played a supportive role in the strengthening of Nicaragua's democratic institutions since its return to democracy. Both ISP and HICD projects contributed to this effort and did so in an increasingly difficult context due to the drastic weakening of institutions of democratic governance, an ever increasing centralization of power, and diminishing spaces for independent civil society participation. With the retreat of other international donors, this role is increasingly important to Nicaraguan CSOs involved in advocacy, watchdog and transparency activities.

**Civil society in Nicaragua.** Over the past four decades, CSOs in Nicaragua have acquired skills and capacity that has increased their credibility in the public eye. CSOs have recently played important roles in the political environment as they organize to defend democratic institutions, promote dialogue among differing views, and advocate for inclusiveness.

With the election of Daniel Ortega in 2007, CSOs have faced new challenges in a progressively more hostile environment. The Civil Society Index<sup>4</sup> supported a study in Nicaragua implemented by La Red Nicaraguense por la Democracia y el Desarrollo Local found that forty percent of a sample of 141 participating in the study reported to have suffered some kind of an illegal restriction imposed by the central government, and 30% reported to have suffered illegal restriction imposed by a local level government. The study reports the lack of self-financing and the lack of external funds as one of the main weaknesses of Nicaraguan civil society. Interviews and discussions with civil society organizations, key informants and international cooperation representatives confirmed the study's findings and also provided a complex and alarming picture of the current state of civil society in Nicaragua.

*"CSOs have a weakness: they have not been able to make visible their contribution to state-building. Civil society has put important issues on the national agenda, including: climate change, violence against women, tolerance for sexual diversity, and the citizen participation law. Civil society has provided many qualitative contributions to the public discourse"*  
CSO Leader

**Civil society leaders described a totally unfavorable environment, one that makes it difficult to achieve their organization's objectives and fulfill their roles in society.** This environment coupled with the withdrawal of many international donors makes the situation especially difficult. CSOs reported that they have had to let go of qualified staff, limit their projects and activities, withdraw from geographic areas where they used to work, and continue doing some of their activities with the reduced budgets they have left (in the case of one CSO, their budget was reduced by 90%)<sup>5</sup>. CSOs also described a changed environment where they are no longer able to obtain basic information for their research,

<sup>3</sup> CVs for both Evaluators can be found in Annex 4.

<sup>4</sup> CIVICUS: World Alliance for Citizen Participation - Civil Society Index Nicaragua. Preliminary Results. Red Nicaragüense para la Democracia y el Desarrollo Local. Taller Nacional Managua; Mayo 20; 2010.

<sup>5</sup> For example, MPN, CPDH, HADEMOS, and Coordinadora Civil are experiencing near-crisis level funding shortfalls.

where they have lost the capacity to dialogue with the public sector, and where local activities require the approval of the CPCs, making their work increasingly difficult.

**Key Project Findings.** CSOs affirmed that both projects responded to their expectations and were relevant to their needs. Interviews especially highlighted the value of the study tours, grants, and individualized coaching and technical assistance provided by both projects. The majority of CSO leaders considered institutional strengthening to be important. In both the interviews and surveys, CSOs noted that institutional strengthening should be accompanied by resources that would allow them to make use of the newly acquired capacities.

**Financial sustainability** is the top priority for most of the CSOs. Organizations report developing new strategies for their survival including fee- for-service<sup>6</sup>, approaching the private sector, identifying new potential donors and forming new alliances. Sustainability strategies were considered essential by many.

CSOs believed that **alliances and networks** can create synergies to defend CSOs against government attacks; facilitate resource development; and improve the quality of their work.

Regarding **project effectiveness**, all CSOs interviewed during the evaluation declared that the ISP and HICD projects generated changes within their organizations. CSOs report improved cohesion, better board-staff relations, clearer vision and goals and new strategic plans. Staff and boards have increased capacity to lead the organization, as they have aligned their organization’s vision and strategic plans and now have better organizational tools to achieve them. They have improved capacity to restructure and improve their management practices; develop sustainability plans; establish local and international links and partnerships; and promote and improve volunteer management.

Both projects assisted CSOs to **better comply with government legal and administrative requirements** that need approval by government entities. Given the aggressiveness of the government against some of the CSOs, these abilities become especially important. **Small grants** were valued by CSOs for the funding they represent and the responsiveness to their needs.

**Regarding project design.** Organizations contend that institutional strengthening is important but not sufficient. CSOs expressed the need for support with implementation of the tools and other results of the institutional strengthening activities. There was a wide consensus among respondents that institutional strengthening projects need a longer timeframe, with a minimum of three years.

#### Findings Specifically by Project

Area	ISP	HICD
Targets & Objectives	Met or exceeded PMP targets	Met or exceeded PMP targets
Methodology	Assessment based on IDF tool; provided technical assistance, coaching, training, small grants and two study tours.	Assessment based on HICD methodology which identifies organizational performance gaps; provided technical assistance, coaching, training, exceptional requests to other USAID partners and study tours <sup>7</sup> .
Targets	20 Formal CSOs and 10 emerging CSOs	121 total CSOs of which 15 received HICD

<sup>6</sup> For example, AMMCH is now charging a small fee for their services to women, ProJusticia is selling training courses, and FNN is offering professional services to the local media in order to broaden its funding sources.

<sup>7</sup> Small grants were provided to ICNL activities.

Area	ISP	HICD
		services and 33 participated in Multi-partner training activities.
Key Strengths	The development of valuable planning and management tools that allowed CSOs to identify their mission and to pursue it with increased knowledge and capacity; the high technical and human qualities of the ISP team; good communication and a relationship of respect with CSOs.	Flexibility to respond to unexpected needs and requests from USAID and its implementing partners; the Supportive Framework for Civil Society Project implemented by ICNL; strengthened CSOs institutional capacity in areas such as volunteer management, fundraising and communications.
Key Weaknesses	The absence of a component that would permit CSOs to put into practice many of the new skills gained from the program; the key personnel did not have a continuous presence in the country. For some CSOs this represented a delay in their implementation.	Multi-partner training program was poorly planned and overwhelmed CSOs with a crowded training schedule during the last months of the project; short project time frame; absence of a component that would permit CSOs to put into practice the new skills gained from the program.

**Conclusions.** Civil society organizations are working in a very unfavorable environment, one that makes it difficult to achieve CSO objectives and fulfill their roles. Public attacks, intimidation through legal and administrative means and the loss of spaces where they can participate have made it difficult for many CSOs, especially those in the DG sector, to continue their work.

Dialogue with the public sector has become impossible for most CSOs. The creation of new entities of civil society participation controlled by the government has restricted the ability of CSOs to work at the local and national levels. Participation in policy formulation, the monitoring of public strategies and programs has become impossible to carry out without access to information or data.

Nicaragua's democratic system finds itself in a process of progressive deterioration due to the government's increased centralization and authoritarianism. In this context, CSOs play an important role in the defense of democratic values and the system itself. This in itself justifies the assistance provided by the two projects.

**The Evaluation Team concludes that targeted Nicaraguan CSOs have demonstrated considerable development over the past four years** in which ISP and HICD projects operated. Evaluation and project documentation indicate the ISP project's target organizations matured and improved in key organizational capacity areas during this time and HICD results show that, in key organizations, the project complemented and expanded on these achievements. This is particularly significant as the two projects supported many of the most important advocacy, watchdog and transparency CSOs in Nicaragua.

If sustainability is viewed as financial stability, organizational professionalism and the ability to mobilize a united voice for the benefit of civil society, the two projects provided CSOs with key ingredients in these areas. The evidence gathered suggests that CSO leaders and their organizations now count with improved skills, a broader vision of what is possible for their organizations, trained leaders, new

communication tools and management systems. In addition, many have established new linkages with counterpart organizations in Nicaragua and internationally. There are already examples of CSOs with new strategies in place as they seek to adapt to a more adverse environment. These include developing new sustainability strategies (funding, volunteers, alliances, new donors, fee for service), especially relevant in this context. Clearly, these CSOs are now better equipped to face and respond to current and future challenges.

CSOs have gained a better understanding of their rights under national and international law and there is a core group of organizations capable of defending freedom of association in Nicaragua.

The exodus of international donors, however, represents an additional drawback to an already difficult context and will hit DG, advocacy and watchdog organizations disproportionately hard.

**The implementation of these projects offers the following key lessons:**

- Integrated or comprehensive project designs, that combine grants, technical assistance/coaching and training, provide the tools and flexibility to address CSO needs in a tailored fashion and produced good results.
- To be successful, institutional strengthening of CSOs require a relationship of respect and a participatory approach, where CSOs are involved in identifying their needs and in the design and implementation of their action plans.
- Organizational development is important, but not sufficient in achieving performance improvement. The political context is affecting the capacity of CSOs to continue performing their role in society.

**Recommendations.** A new institutional strengthening project will benefit from having **an integrated and flexible design** that includes technical assistance, grants, study tours and allows CSOs the ability to put into practice new skills and/or encourages them to multiply or replicate it. A flexible design will also allow USAID the ability to respond to an ever changing environment. Other recommendations include:

- Consider **identifying a more targeted DG project objective that facilitates the selection and identification of DG CSOs** that have demonstrated their capacity to defend human rights, promote democratic values, and that are threatened by the government's attacks.
- Past experience has shown the importance of a **close integration between the grant and technical assistance components** and the difficulties in bringing together the organizational cultures and priorities of distinct implementers. These issues and lessons learned should be taken into account in the design of future civil society projects that have both of these components.
- **Integrate sustainability plans into project design to promote a continuation of activities into the future.** This could include the development of *learning networks* among partner CSOs; the development of products – i.e. courses or certificates offered by Universities or the capacity of CSOs to offer specialized services in organizational development.
- Promote **project designs that provide and permit CSOs to multiply and replicate new skills and knowledge**, as was used by ICNL.
- Given the complexity of organizational development, **future projects would benefit from an extended period of performance**, with a three year as a minimum.
- Projects should give priority to **local and regional experts** when possible. The list of local service providers developed by these projects should be disseminated to other USAID implementers. This could include the use of CSOs as trainers and mentors as this would also contribute to building local capacity and sustainability.

## A. Introduction

### Our Charge – A Final Performance Evaluation of Two Democracy and Governance (DG) Projects

The objective of this evaluation was to carry out the final performance evaluations of two DG Office Projects:

- ✓ The Organizational Development of Nicaraguan Civil Society Project, also known as “Institutional Strengthening Project” (ISP)
  - a. Implementer: AED/FHI360 in partnership with MSI
  - b. Amount: \$5,544,506 of which \$1 million was for small grants
  - c. Life of project - 3 years – from June 6, 2008 to August 30, 2011
  - d. Project objective was to support the strengthening of the organizational capacity, governance structure, operational efficiency, and strategic vision of 30 civil society organizations (CSOs) in Nicaragua
- ✓ The Human and Institutional Capacity Development Program (HICD)
  - a. Implementer: World Learning
  - b. Amount: \$4,059,455
  - c. Life of project - 2 years - from April 1, 2010 to April 6, 2012
  - d. Project objective was to address three core factors that greatly impact the sector: Capacity and Performance, Environment, and Sustainability.

Both of these projects contribute to USAID/Nicaragua’s Strategic Objective I: Ruling Justly: More Responsive, Transparent Governance. Figure 1 describes the CSOs and geographic scope of the projects.

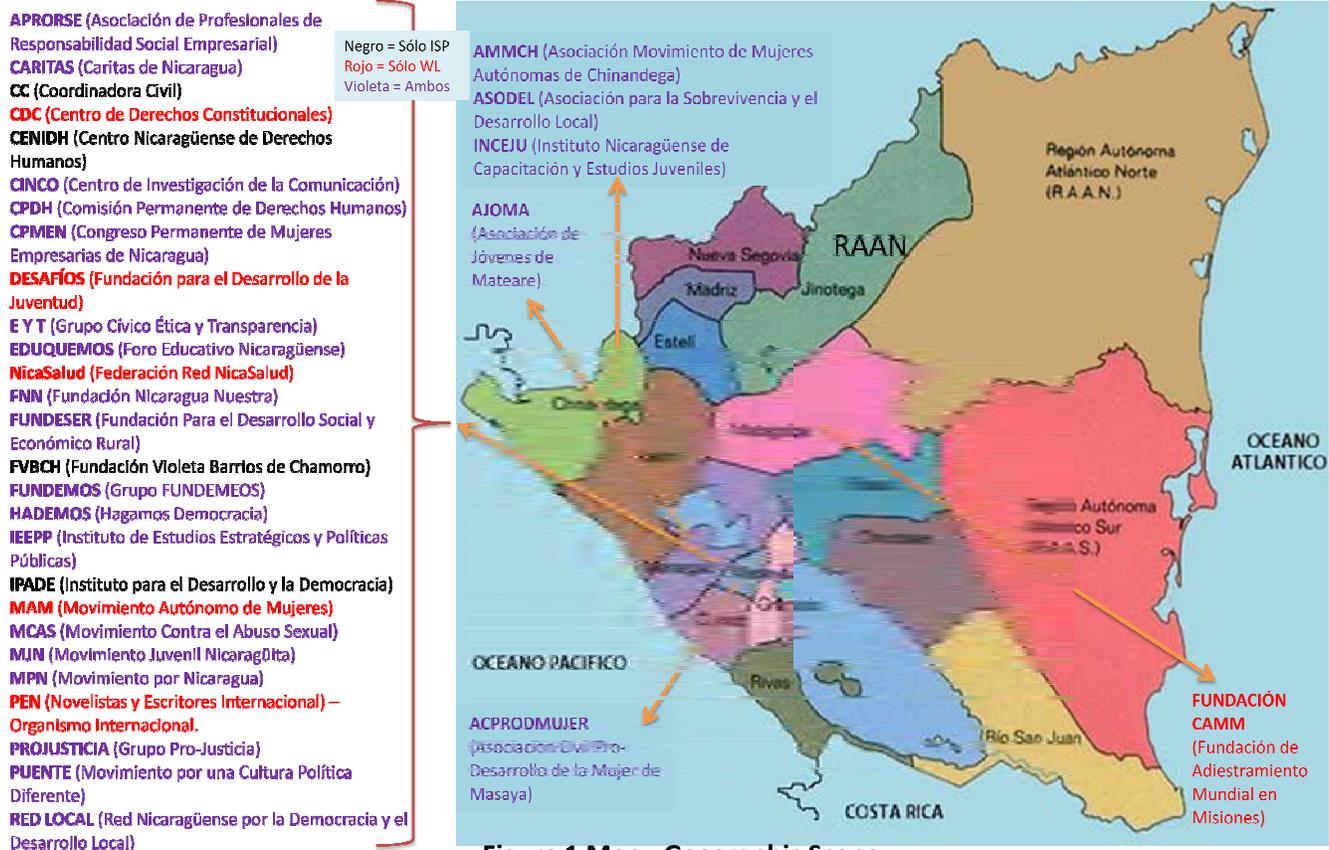


Figure 1 Map - Geographic Scope

## Evaluation Scope and Methodology

The purpose of the evaluation, as stated in the scope of work<sup>8</sup> is to: “provide USAID Nicaragua with a review of the above mentioned programs and the role of the various stakeholders involved in the implementation of such awards, both directly and indirectly. It is also expected that the evaluators will provide USAID with information and analysis to help make management decisions in a changing political environment and whether, when, and how to continue future support to Nicaraguan civil society organizations”<sup>9</sup>

The evaluation complies with USAID’s new Evaluation Policy and was designed to respond to the key questions provided by USAID/Nicaragua within the time and human resources provided for the activity. Key evaluation questions are as follows:

1. What is the general status of civil society in Nicaragua? Can it be categorized into subgroups? If so, what are the typical organizations in each category? To what extent are or did the two activities address the needs of CSOs?
2. What are the views of local civil society about whether these two activities were relevant to them? To what extent were the two activities effective in achieving their overall objectives and results? Are there changes in focus that should be made under any future civil society assistance?
3. How effectively have these programs coordinated with USAID or other donor programs to achieve overall strategic objectives?
4. How did the civil society partners and beneficiaries of these programs interact with the broader political and governmental environment? And how were they affected by it?
5. Should the Mission design and implement a similar future program (or programs) to the activities being evaluated? What are the strengths and weaknesses of these programs? How can they be improved?
6. How has reduction or withdrawal of donor assistance impacted civil society?

Gender-related questions:

7. How did the different roles and status of women and men within the community, political sphere, workplace, and household (for example, roles in decision-making and different access to and control over resources and services) affect the work that was undertaken?
8. How did the anticipated results of the work affect women and men differently?

**Evaluation Resources and Timeframe.** The contract terms for the evaluation included the following:

- ✓ The evaluation contract was for a total of \$41,649, which included 45 days level of effort for an International Expert and a Local Expert. The budget included Consultancy Fees of \$ 32,625.00 and Other Direct Costs of 9,024.00 to cover international travel, local costs during the evaluation, and other related costs.
- ✓ The contract was signed on July 27<sup>th</sup> and was modified on October 5<sup>th</sup> to reflect the new end date of November 30<sup>th</sup> 2012<sup>10</sup>.
- ✓ The evaluation’s reference period covers the implementation timeframe for both projects (ISP from June 6, 2008 to August 30, 2011 and HICD from April 1, 2010 to April 6, 2012).

**Evaluation Design.** The Evaluation Team worked together in all phases of the evaluation. A timeline, work plan and detailed evaluation design can be found in Annex 2. Evaluation phases included:

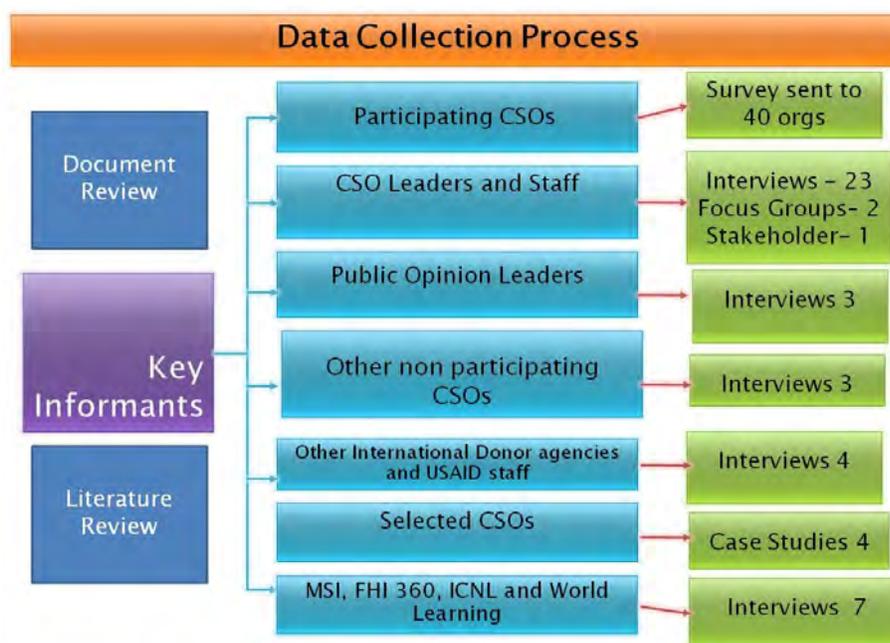
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<sup>8</sup> Please see Annex 1 for complete scope of work of the evaluation.

<sup>9</sup> RFQ 524-12-013, page 6

<sup>10</sup> The modification was needed due to an unexpected death in the Lead Evaluator’s family.

- ✓ **Phase I: Evaluation Planning.** This phase set the foundation for the evaluation and was carried out in close coordination with USAID.
- ✓ **Phase 2: Design and Methodology.** This second phase resulted in selecting a specific design for each question/sub-question as appropriate and finalizing the evaluation matrix. Evaluators selected the best design for each question, but were limited by the availability of base line data and existing data from each project’s monitoring and evaluation system, as PMP for the HICD project focused only on output level data and the ISP PMP focused only organization capacity development as measured by the IDF. The data collection instruments focused on information, opinions, qualitative and quantitative data from a broad number of sources. In addition to participating organizations, the evaluation engaged stakeholders and civil society leaders who provided important inputs.
- ✓ **Phase 3: Data Collection and Analysis.** The evaluation design used a mixture of evaluation designs and data collection instruments to respond to the evaluation questions. Both qualitative and quantitative data was collected. Evaluators collected data from varied sources and methods and were able to triangulate this information in the subsequent analysis. These included utilizing case studies, before-after, and one-shot designs depending on the nature of each question and the program context. The graph below summarizes the process undertaken during this phase:



**Figure 2. Data Collection Process**

Information gathered from the interviews was organized to compare and aggregate information, identify trends, and generate initial conclusions and recommendations. Some of these conclusions were tested, complemented and cross-checked during the focus groups and the stakeholder meeting. Annex 10 includes the list of CSOs that were interviewed and responded to the survey.

- ✓ **Phase 4: Final Report.** This final phase comprises the preparation of the draft evaluation report and quality checks conducted. A draft evaluation report was submitted to USAID and feedback was provided to the evaluation team. Changes were incorporated into the final evaluation report.

Design limitations included the fact that both projects were already closed and there was limited access to implementing staff. Ample documentation was made available for the HICD project, but detailed

project data was more difficult to obtain for the ISP project. In addition, evaluation of organizational performance is difficult in general and even more so in a highly charged and changing environment, as is the case in Nicaragua. As a performance evaluation the design is intended to provide USAID with information to guide its support to civil society in Nicaragua.

### ***Evaluation Team***

The evaluation team is comprised of Anabella Bruch, US Expert, Raul Fajardo, Local Expert and Maria Augusta Rodrigues, assistant to the Local Expert. Both Evaluation Experts are experienced evaluators with extensive civil society sector and evaluation experience to successfully complete the evaluation.

Ms. Bruch successfully completed the mid-term evaluation for ISP and has a deep understanding of the project context and challenges faced by civil society given the political environment. She has experience in managing institutional capacity development and participant training projects, and has designed, managed, and evaluated numerous small grants programs for civil society programs in the past. Ms. Bruch is bi-cultural and native in both Spanish and English.

Mr. Fajardo is a senior professional with extensive knowledge and experience of the local context and has performed more than 300 consultancies in a broad number of areas. Mr. Fajardo brings a balanced perspective of the Nicaraguan context, extensive civil society experience, and demonstrated analytical capacity. The team's CVs and the roles and responsibilities identified for each Expert can be found in Annex 3.

## **B. Project Descriptions**

USAID's democracy portfolio has played a supportive role in strengthening Nicaraguan democratic institutions since its return to democracy. The two projects being reviewed contributed to this effort and did so in an increasingly difficult situation due to the drastic weakening of institutions of democratic governance and an ever increasing centralization of power and diminishing spaces for independent civil society participation.

### **1. Institutional Strengthening Program (ISP) – FHI360/AED/MSI**

#### **a. Program Background, Development and Contracting Vehicle**

The ISP was implemented by AED/ FHI360 in association with MSI under AED's Leader with Associates Cooperative Agreement No. AEP-A-00-01-0004-00 under Associate Cooperative Agreement No. 524-A-00-08-00003-00. During the course of the program AED was acquired by FHI 360 which then became the prime organization for the last period of the project.

The ISP project addressed the problem that civil society organizations in Nicaragua were not performing at a desired institutional capacity level. Nicaraguan CSOs lacked the ability to develop strategies with measurable goals; were ineffective as advocacy groups; had weak organizational leadership; lacked local fundraising strategies; and demonstrated poor management of relations and communication with their constituencies.

In response, the ISP project was designed to strengthen CSOs, especially those in the DG sector, and contribute to, "increased institutional capacity in civil society to mobilize constituencies, participate in policy and decision-making, and exercise oversight over public institutions."<sup>11</sup> Towards this end, its purpose was: "to improve the organizational capacity, governance, structure, operational efficiency, and strategic

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<sup>11</sup> RFA, AED/MSI. Program Description, page 2

vision of selected civil society organizations in Nicaragua. By contributing to each entity’s organizational development, the Mission hopes to contribute to their sustainability and strengthen the role of civil society in Nicaragua. A civil society capable of advocating for reforms and serving as a government watchdog is essential for institutionalizing democracy.”<sup>12</sup>

### ***ISP Program Development***

As prime, AED/FHI360 was responsible for the overall project, providing administrative functions, and leading the small grants component. The MSI team was responsible for leading the technical assistance component and included the Program Director/Chief of Party (COP), who provided strategic direction. The project began as a 15 month activity with a \$352,045 budget and was extended to three years with a budget of over five million dollars:

**Table 1. ISP Program Development**

<b>Phase</b>	<b>Total Amount</b>	<b>Life of Program</b>	<b>Number of orgs</b>	<b>Structure/changes</b>
Phase 1 June 2008 Sept. 2008	\$352,045	15 months	4-6	<ul style="list-style-type: none"> <li>✓ COP at 91 days LOE does not reside in Nicaragua</li> <li>✓ Associate Technical Expert at 91 days (about 30% of the time) who does not reside in Nicaragua</li> <li>✓ Five results</li> </ul>
Phase 2 September 12, 2008	\$587.632	15 months	10-12	<ul style="list-style-type: none"> <li>✓ COP LOE increases to 105 days</li> <li>✓ Associate Technical Expert to 209 days (ATE increases to an average of 70% LOE, but increased in intensity from August 2008 to full time status for the program.</li> </ul>
Phase 3 June 2009 to August 30, 2011	\$5,544,506	3 years	20 formal 10 emerging	<ul style="list-style-type: none"> <li>✓ Four new results</li> <li>✓ Include \$1 million in small grants with a maximum of \$100,000 per organization to promote strengthening and stability of the selected organizations</li> <li>✓ 3 New Senior Technical Experts</li> <li>✓ Office and administrative staff</li> <li>✓ Technical Expert assumes decision making power and office schedule alternates with the expectation of providing full coverage to project. Neither COP nor Technical Expert resides in Nicaragua</li> </ul>

### **b. Program objectives, strategy and activities**

**Program Results.** As described above, the program began with five results, with four more being added after the last program modification. Expected results included:

Result 1: The organization’s self-governance capacity strengthened.

<sup>12</sup> RFA, AED/ MSI. Program Description page 1

Result 2: The organization's ability to set a strategic plan is developed.

Result 3: The organization's management structure and practices are re-organized in order to be able to carry out a new strategy.

Result 4: An effective communication strategy developed.

Result 5: A training program designed and implemented by the expert(s) for the Boards of Directors and technical teams, and if applicable, coalitions partners.

Result 6: An assessment of opportunities within the non-formal civil society sector, civic leaders and the media is conducted.

Result 7: A training strategy for non-formal organizations, individuals and the media is developed.

Result 8: A comprehensive strategy to stimulate synergy among the civil society formal and non-formal sectors is developed.

Result 9: Effective grants program created and managed to address strengthening need in the civil society sector and develop activities under results 1- 8.

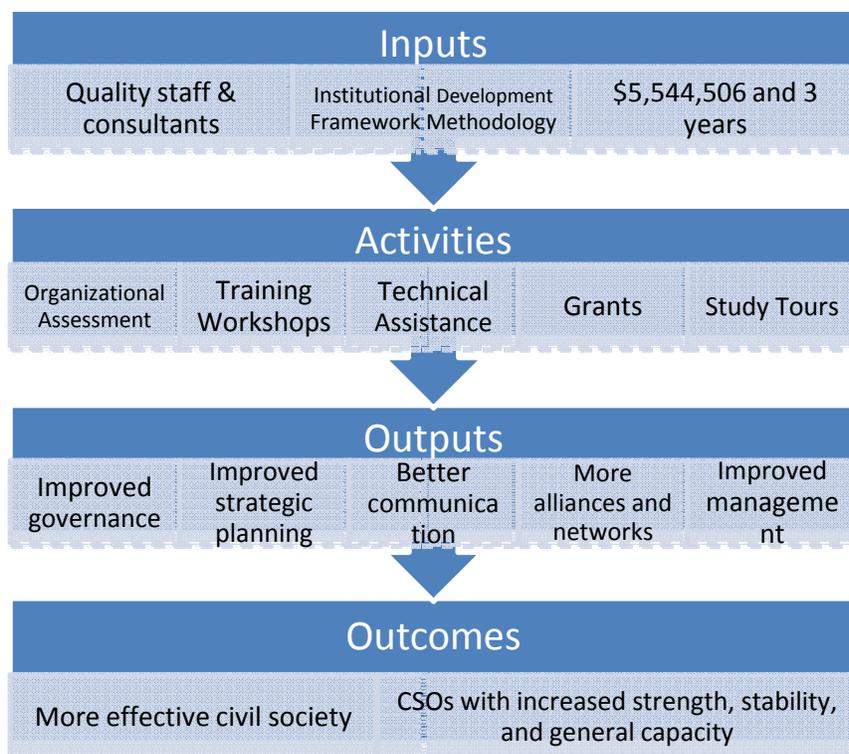
**Strategy.** The program's strategy was designed to improve the organizational capacity, governance, structure, operational efficiency and strategic vision of selected CSOs. The program achieved its objectives by providing customized technical assistance, workshops and grants to target organizations in five areas of organizational capacity after applying MSI's Institutional Development Framework (IDF) as an assessment. MSI describes its approach as "meeting organizations where they were and supporting their efforts to shape and construct a reality that met their institutional vision and mission. The project engaged each of the organizations on a unique, individual basis that facilitated their development within their own organizational timeline"<sup>13</sup>.

The graphic below provides a summary of ISP's hypothesis or theory of change<sup>14</sup>:

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<sup>13</sup> ISP Final report, page 1

<sup>14</sup> A complete theory of change framework for the ISP project can be found in Annex 5



**Figure 3. ISP Theory of Change**

The project began by providing services to four CSOs and expanded to 20 primary CSOs and 10 emergent organizations. These CSOs represented a diversity of areas including women’s groups, youth and financial services, most of them were organizations working with important DG issues – human rights, elections, civil society participation, transparency and others. Criteria utilized in their selection process included their leadership and leadership potential in the civil society sector.

After performing an institutional capacity assessment based on the IDF and following up with discussions of these results with the CSOs, the ISP drafted an action plan for each formal organization. Services provided towards this end included workshops, process observation, assistance with daily organizational activities, and other technical assistance, as requested. The needs assessment also served as a baseline that was then used to measure the ISP’s effectiveness. More specifically, services provided to the 20 formal CSOs included:

**Institutional assessment.** The IDF measures the level of development for CSOs within key organizational areas - including governance, strategic planning, operations management, strategic communication, and interagency coordination. It maps the areas of functioning by stage as: (1) Emerging, (2) Developing, (3) Consolidating, and (4) Sustaining.

**Technical Assistance.** The program provided customized technical assistance to target CSOs, both to their Boards of Directors as well as to their technical staff. In each of the results listed above, the project defined what technical assistance was to be provided and developed specific protocol for each.

**Workshops.** The ISP provided both general training workshops as well as customized ones destined to meet the specific CSO needs.

**Grants.** This component was one of the most significant additions of the June 2009 modification. The total amount designated for grants was \$1,000,000, with no single grant exceeding \$100,000. MSI/FHI360

utilized the modality of Fixed Obligation Grants (FOGs). This modality requires grantees to identify a product, develop a budget, and deliver it before it receives any financial resources. Only when proof of the product is provided and approved are grantees reimbursed for their expenses.

## 2. The Human and Institutional Capacity Development Program (HICD) – World Learning

### a. Program Background, Development and Contracting Vehicle

The HICD project was implemented by World Learning under Task Order Number: RAN-I-00-05-00026-00, Order No: 09. This project was seen as a means for “the Mission to offer a more comprehensive, integrated and cost-effective package of cross-cutting services for human and institutional capacity development to activities in the DG portfolio, focusing on short-term, targeted interventions”<sup>15</sup>. The project had a budget of \$4,059,455 and a timeframe of two years - from April 1, 2010 to April 6, 2012.

### b. Program objectives, strategy and activities

As with the ISP project, the HICD project addressed the issue that CSOs were not performing at a desired institutional capacity level in an increasingly difficult political and administrative operating environment. The goal of the HICD project was to provide Human and Institutional Capacity Development services to the USAID/Nicaragua “so that key organizations assisted through other USAID-funded democracy and governance activities can better achieve mutually agreed program objectives by developing, in a cost-efficient manner, the specific capacities needed within those organizations and in key staff members”<sup>16</sup>. Explicitly, the training and capacity building interventions were to support other existing USAID/Nicaragua programs or fill a void where no technical assistance provider existed.

With the HICD approach and methodology, World Learning brought a new framework and approach to organizational development. HICD seeks to achieve improved performance by understanding the gaps and barriers within an organization. WL describes HICD as “the systematic analysis of all factors affecting performance of an organization, leading to the identification and elimination of barriers to achieving the performance goals established by the organization. The ultimate goal of HICD is to improve local institutional performance in critical areas leading to measurable results in achieving the organization’s goals and objectives”<sup>17</sup>. This methodology has been used in other regions of the world and was piloted by WL for the first time in Latin America. Given the challenging environment, the project focused on the following key factors:

- ✓ **Capacity and Performance** – The ability of partner CSOs to better meet the demands of their stakeholders, clients, and beneficiaries.
- ✓ **Environment** – the ability of CSOs to operate within the legislative and regulatory framework, without undue burden placed upon them.
- ✓ **Sustainability** – both in terms of financial and programmatic sustainability, the ability of partners to endure.<sup>18</sup>

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<sup>15</sup> Task Order 9, page 4

<sup>16</sup> Task Order 9, page 5

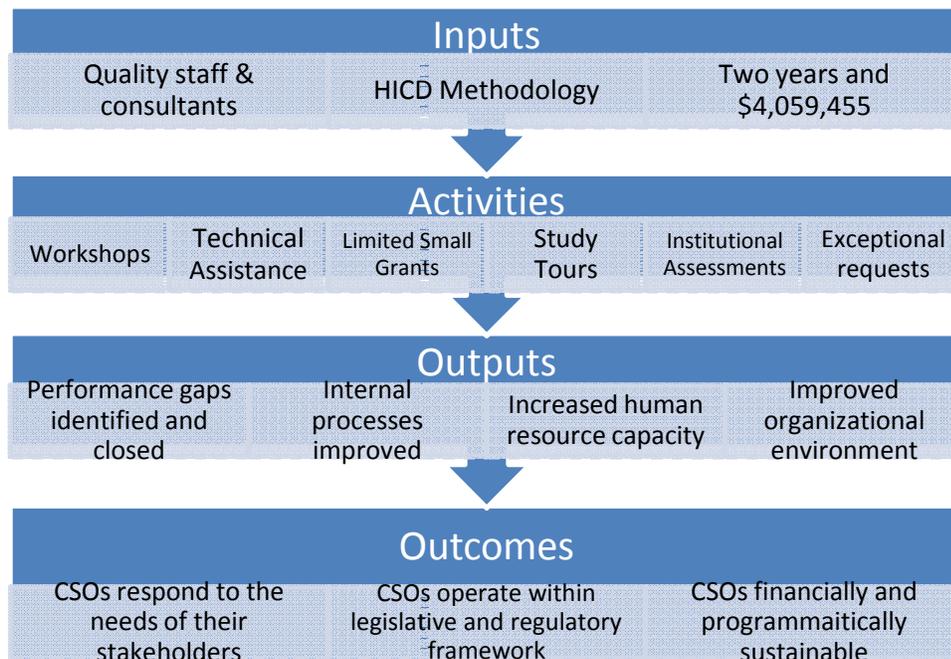
<sup>17</sup> Final TDF Report, FORECAST Nicaragua Training for Development Final Report March 2012, page 17

<sup>18</sup> Ibid, page 8

The HICD project was designed to provide a series of services, including: ongoing expert consultation services related to the Mission’s overall HICD efforts across its portfolio, procurement of training and non-training interventions and logistics providers; intervention services; participant recruitment and processing; pre-departure orientation, participant tracking, with related reporting and monitoring; program monitoring, evaluation and follow-up; participant processing services (US and Third-country); and grant management. Project interventions were organized under the following four categories:

- ✓ **Human and Institutional Capacity Development (HICD) activities.** These activities are performance improvement activities aimed at selected CSOs in coordination with USAID and USAID partners. HICD contracts an institutional assessment and, based on the results, designs and implements performance improvement recommendations and interventions that directly contribute to the effectiveness of the CSO or work area;
- ✓ **Partial HICD activities.** These are similar to the above except that they rely on information provided by others to form the program diagnostic;
- ✓ **Stand-alone non-HICD interventions or “exceptional requests”** are one or more interventions requested by USAID or its partners that supplement a USAID existing project. These were funded throughout the life of the program in coordination with other partners including NDI, IRI, ISP and CHF; and
- ✓ **Small grants** provided to a select number of partners were made in connection with the Freedom of Association agreement with ICNL.

The HICD project is built on the theory of change or hypothesis described in the following figure<sup>19</sup>.



**Figure 4. HICD Theory of Change**

The HICD Methodology includes several steps and processes including:

1. Identify and select partner institution;
2. Form Stakeholder Groups;

<sup>19</sup> A complete Theory of Change Framework can be found in Annex 5.

3. Enlist commitment of partner institution;
4. Conduct Performance Assessment & TA (HICD programs) or diagnostics (other programs if feasible);
5. Prepare recommendations and intervention package;
6. Implement interventions;
7. Monitor change in partner's performance
8. Periodic re-assessment (M&E)

## C. Civil Society in Nicaragua- Key Findings

### *Q. What is the general status of civil society in Nicaragua?*

According to David Bonbright, Chair of the Board of Civicus, "it is civil society organizations that best express the values of democratic inclusion, mutual respect and tolerance"<sup>20</sup>. According to Civicus, "the health of societies exists in direct proportion to the degree of balance between the state, the private sector and civil society". A vibrant civil society is essential in all democracies and often plays the role of holding governments accountable to respect and promote the most important values of democracy. Civil Society Organizations refers to a wide array of organizations, among them: community groups, non-governmental organizations (NGOs), labor unions, indigenous groups, charitable organizations, faith-based organizations, professional associations and foundations"<sup>21</sup>. To understand civil society in Nicaragua today it is helpful to understand its development through the last few decades.

### **Civil Society - 1970-2012**

Civil society organizations in Nicaragua did not play an important role before the 1970s. After the 1972 earthquake in Managua, NGOs were organized to help with the city's reconstruction. The first women organizations and first humanitarian organizations also appeared during this decade. Between 1970 and 1974 civil society organizations grew and adopted an opposition role to the governing authoritarian regime. A new form of civil society organization appeared during the period of growing opposition against the Somoza government. The opposition involved business leaders, churches, independent labor unions, new political parties, women and youth movements and the Sandinista Front of National Liberation (FSLN) guerrilla. Before the Sandinista revolution, Nicaraguan civil society was nascent, weak and dispersed, but it was, nevertheless, undergoing a formative stage.

The Sandinista government regime (July 19<sup>th</sup> 1979 to April 25 1990) was characterized by a lull in the creation of new CSOs and the surge and promotion of different social and labor groups, often controlled by the party leadership. The majority of these organizations were movements and social organizations that brought together many sectors and were managed from a political perspective by the FSLN.

With the end of the FSLN government an immediate and notable growth in the registration of CSOs occurred. Starting in 1992 the Law No. 147 (General Law regarding legal personalities for non-profit organizations) came into effect. Between 1990 and 2003, 3,083 legal personalities were approved for a large and diverse number of organizations, including federations, schools, cooperatives, sporting teams, hospitals, churches and universities among others. This number represents 87% of the total civil society organizations in existence at the time. In terms of NGOs registered by the government, these went from less than 100 in 1980 (of which 80% were evangelical) to 400 by 1996<sup>22</sup>.

<sup>20</sup> Civicus Annual Report 2010, Message from the Chair of the Board

<sup>21</sup> <http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/CSO/>

<sup>22</sup> Interviews with CDC July 6 and Fundación Nicaragua Nuestra June 30, 2010

There were several reasons for this sudden growth. After their fall, many Sandinista leaders and thinkers founded new NGOs as a way to remain active and relevant in the new political environment. In addition, international donor organizations encouraged the growth of CSOs because of their grassroots characteristics. The late 1990s brought CSOs and movements increased independence from political parties.

NGOs experienced an increasing level of harassment, persecution and excessive fiscal control during the government of Arnoldo Aleman. These included threats to civil society leaders, under the pretext that they did not meet the conditions stipulated by Act No. 147 and the requirements of the Ministry of the Interior. This situation changed drastically the last week of October 1998 when Hurricane Mitch hit Nicaragua.

Multilateral organizations and donor nations came to the support of the region with large international aid packages after the hurricane. These gave new vigor to civil society in the region and promoted the development of new CSO platforms. In Nicaragua the Coordinadora Civil was formed as a way to engage broad civil society participation in the country's reconstruction and to advocate for change. The relationship with the government remained one of confrontation due to its structural adjustment policies and its efforts to control CSOs.

During the Presidency of Enrique Bolaños, CSOs began to have new opportunities and spaces for direct dialogue with the Executive Branch, such as the Economic and Social Planning Council (CONPES), created in 1999, and the National Council for Sustainable Development.

In 2003, the Law No. 475 for Citizen Participation represented one of the most important gains in citizen participation in the political, social, economic and cultural areas. It created institutional mechanisms that allowed for a fluid interaction between the State and Nicaraguan civil society. This contributed to building a more participative and representative democracy as is established in the Nicaraguan Constitution.

Overall, CSOs developed and participated in activities at the national and local levels and had a role in both the development of new public policies and in implementing international assistance programs.

### **Civil society: new lenses for grouping CSOs**

*Q. Can it be categorized into subgroups? If so, what are the typical organizations in each category?*

Over the past four decades, CSOs in Nicaragua have diversified and formed networks and movements across many sectors where they have gained presence and influence. There is broad participation in social, community and volunteer activities, especially by women groups, indigenous communities and people in rural areas. CSOs in Nicaragua are diverse in their ideologies, organizational structures and purpose. Given their diversity, the tendency by many to categorize civil society as a homogeneous block is profoundly incorrect. Examples of subgroups mentioned by CSO leaders include:

- Movements that bring organizations and people together to promote and advocate for diverse objectives. Among the most typical are: local and community development movements; women's rights movements; labor and trade movements; movements of indigenous peoples; youth and student movements; child rights movement; environmental protection movements; and human rights movements.
- Cooperatives.
- Education, professional, scientific and research sector organizations, including universities, schools, professional associations and education/research/scientific centers.
- Organizations that promote wellness and public health.
- Culture, arts and sports organizations.
- Religious and other faith based organizations.

- Foundations and similar organizations.
- Private sector associations, social economic organizations and those that promote microenterprises.
- Organizations that provide humanitarian and social assistance

Civil society leaders and key informants were asked to describe how Nicaraguan civil society is organized in order to examine if the current social, economic and political situation had changed the lens by which CSOs views the new landscape. As the government continues to exert pressure on CSOs, the classifications and groupings used by the respondents have become more political than during the midterm evaluation<sup>23</sup>.

Examples of these classifications include:

- Organizations that: 1) work in defense of human rights, 2) work to promote civil society participation and mobilization; 3) work on election themes; and 4) those with a social character. Respondents noted that CSOs in the first three categories are most frequently attacked by the government.
- CSOs aligned with: 1) the government; 2) the Movimiento Renovador Sandinista (MRS) and 3) not aligned with any political parties. In some cases, CSOs in the last category self-censure their activities due to fear of retaliation.
- Another viewpoint divides CSOs in two groups: the belligerent ones and the “estantes” (those that accept the status quo) who align themselves with the government to survive.

Similarly, FSLN supporters also provide a political lens through which the Ortega regime views CSOs. For example, Amado Barahona, in a scathing article against CSOs in *El Mundo de las ONGs*, groups CSOs in two circles. He classifies those in the largest circle as the “absolutely unrepresentable from hell” that include CSOs affiliated to NED networks and USAID. Barahona’s second circle is composed of CSOs that depend on European and Canadian financing; he considers these as dangerous but not as much as those in the first group. Within that second circle he differentiates another smaller group of “exceptions”, mostly referring to CSOs within the Coordinadora Social. Similarly, Orlando Nuñez Soto, in the article “Assault to the National State”, groups CSOs from a political lens: those affiliated to the Movimiento Por Nicaragua (whom he accuses of being in line with the Nicaraguan Liberal Alliance – Conservative Party), CSOs affiliated to the Coordinadora Civil (whom he aligns with the MRS) and those affiliated to the Coordinadora Social and supportive of the FSLN. The extreme negativity of these articles and the rationale used against CSOs reflect the strong government bias against the sector.

### **Current Challenges and Threats for CSOs in Nicaragua**

*Q. How did the civil society partners and beneficiaries of these programs interact with the broader political and governmental environment? And how were they affected by it?*

*Q. How has reduction or withdrawal of donor assistance impacted civil society?*

With the election of Daniel Ortega in 2007, CSOs have faced new challenges in a more hostile environment. Spaces for CSOs participation have disappeared or been replaced by government institutions. Examples of this are the creation of Councils for Public Policy, Development of the Caribbean Coast, Food Safety and Guarantee, and Communication and Citizenship. These entities were formed in each department in Nicaragua where strategic decisions are made regarding local projects. These instances duplicate the roles of the Development Committees that were created by the Citizen Participation Law and have now disappeared. The coordination with CONPES is no longer functioning. President Ortega also created a new

<sup>23</sup> The mid-term evaluation described sector specific categories as follows: 1) Responding to social needs or promoting democracy; 2) Political - CSO against or pro-government; 3) Wealth and mobilization capacity; 4) Sector - by type of activity (assistance, community development, political incidence, research; 5) Geographic; 6) Complexity of their work (outreach, service, incidence, research, public policy).

model of civil society organization with the *Consejos de Participación Ciudadana* (CPC) through which it seeks to consolidate a base of support at the local level to promote its new agenda. He has declared that “people organized in the CPC is nothing else than the true civil society!”<sup>24</sup>

A study carried out by the Nicaraguan Network for Democracy and Local Development and Civicus noted that “a third of the CSOs surveyed reported to have been victims of local or national government in the past 10 years”<sup>25</sup>. The same study cites motivated prosecutions against dissenting activists; the marginalization of organizations advocating for greater accountability and government oversight, and the harassment of media groups as examples of the difficulties faced by CSOs.

The Civil Society Index<sup>26</sup> supported a study in Nicaragua that was implemented by La Red Nicaraguense por la Democracia y el Desarrollo Local found that: forty percent of a sample of 141 participating in the study reported to have suffered some kind of an illegal restriction imposed by the central government, and 30% reported to have suffered illegal restriction imposed by a local level government. The study reports the lack of self-financing and the lack of external funds as one of the main weaknesses of the Nicaraguan civil society. Another important finding in the study is the reproduction of a political culture of leadership and individual leadership as a weakness in Nicaraguan CSOs. This last finding relates to the reality that many CSOs are dependent on the leadership of one dominant leader for their survival and direction rather than on a strong institutional presence and strength that is rooted on a broader source of leadership, democratic decision-making, and stability.

As a result, many CSOs have opted to censure themselves or to work in areas that are not considered confrontational. Given the political and economical challenges facing CSOs today, the president of the Foundation for Non Government Organizations (FONG)<sup>27</sup> expects that in a few more years more than 50% of the NGOs in Nicaragua will cease to exist.

### ***International donors in Nicaragua***

Nicaragua has been one of the major recipients of international aid in the Latin American and Caribbean region in the last twenty years. Until 2007, the Nicaraguan government received, on average, a total of \$550 million per year. Since that year, that amount has declined from \$429.5 million in 2008 to \$246.7 in 2011<sup>28</sup>, as can be seen in Figure 5.

At the same time, private loans have increased to reach \$827.5 million in 2011, due to the fact that the international assistance from Venezuela is not included as such, nor is it included in the national budget, but is considered a loan instead.

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<sup>24</sup> Libro blanco de las relaciones Estado-sociedad civil 2007-2008, Centro de Estudios y Análisis Políticos, Page. 44

<sup>25</sup> CIVIL SOCIETY INDEX FOR NICARAGUA “Restrictions and the politization of civic space: challenges for civil society in Nicaragua; Luis Serra Vázquez; Managua, 2011. RNDDL: Red Nicaraguense por la Democracia y el Desarrollo Local, (Nicaraguan Network for Democracy and Local Development) & CIVICUS: World Alliance for Citizen Participation

<sup>26</sup> CIVICUS: World Alliance for Citizen Participation - Civil Society Index Nicaragua. Preliminary Results. Red Nicaraguense para la Democracia y el Desarrollo Local. Taller Nacional Managua; Mayo 20; 2010.

<sup>27</sup> The FONG has 31 member organizations, among them are well known and respected organizations like IPADE and CENIDH.

<sup>28</sup> Informe de Cooperación Oficial Externa, I Semestre 2012, Banco Central de Nicaragua

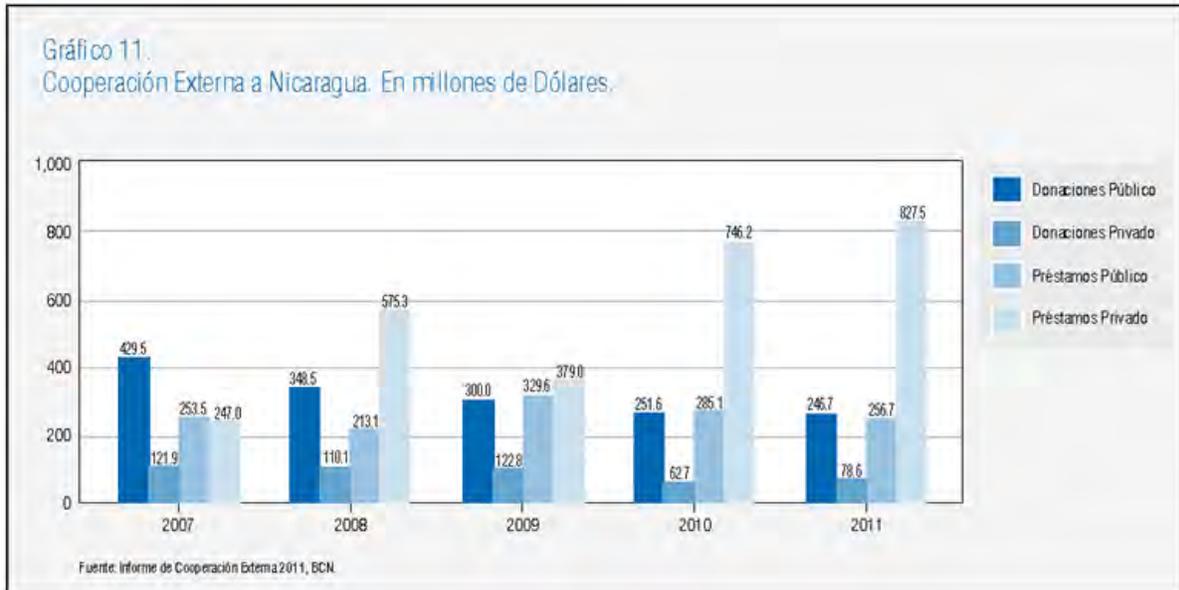


Figure 5. International assistance to Nicaragua

International assistance from 2007 to the first semester of 2012 has declined. In 2007 the amount received was \$429.5 million and by 2011 this had declined to \$246.7 million. During the first semester of 2012 international assistance from bilateral and multilateral sources has declined to \$121.9 million as can be seen in Figure 6<sup>29</sup>. This decline in international assistance affects the private and public sectors and threatens the viability of CSOs and threatens the viability of the

private sector, which includes all types of CSOs, has declined. In 2007 the amount received was \$121.9 million and by 2011 these had declined to \$78.6 million. During the first semester of 2012 international assistance from bilateral and multilateral sources has declined to \$29 million as can be seen in Figure 6<sup>29</sup>. This decline in international assistance affects the private and public sectors and threatens the viability of CSOs and threatens the viability of the

public sector, which includes all types of CSOs, has declined. In 2007 the amount received was \$247.0 million and by 2011 this had declined to \$256.7 million. During the first semester of 2012 international assistance from bilateral and multilateral sources has declined to \$256.7 million as can be seen in Figure 6<sup>29</sup>. This decline in international assistance affects the private and public sectors and threatens the viability of CSOs and threatens the viability of the

Gráfico 3  
Recursos oficiales por destino, fuente y modalidad I sem. 2012  
(millones de dólares)

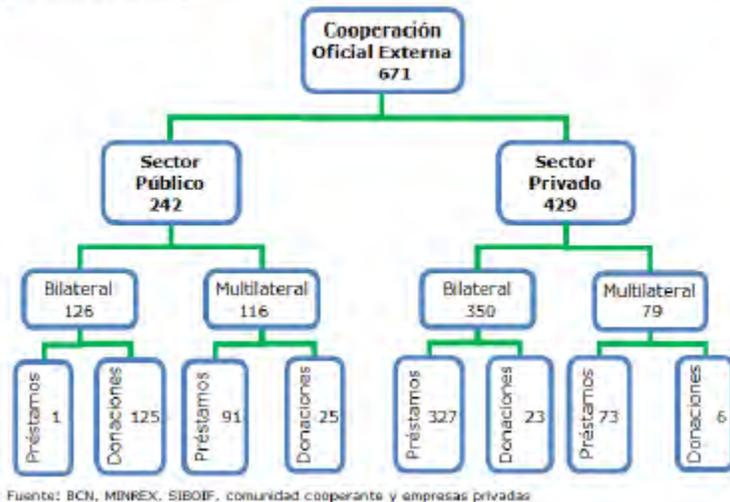


Figure 6. International assistance First Semester 2012

loans from international donors.

In this group of organizations the

Detailed information on all resources received by the Nicaraguan private and public sectors in 2007 can be found in Annex 6.

Nicaragua's top donors in the period 2007 to the first semester of 2012, in descending order, are Spain, USA, Germany, Sweden, Holland, China, Taiwan, Switzerland, and Norway.

Major providers of international assistance are multilateral organizations, mainly from the United Nations Global Fund and the World Bank. A detailed list of this assistance is also presented in Annex 6.

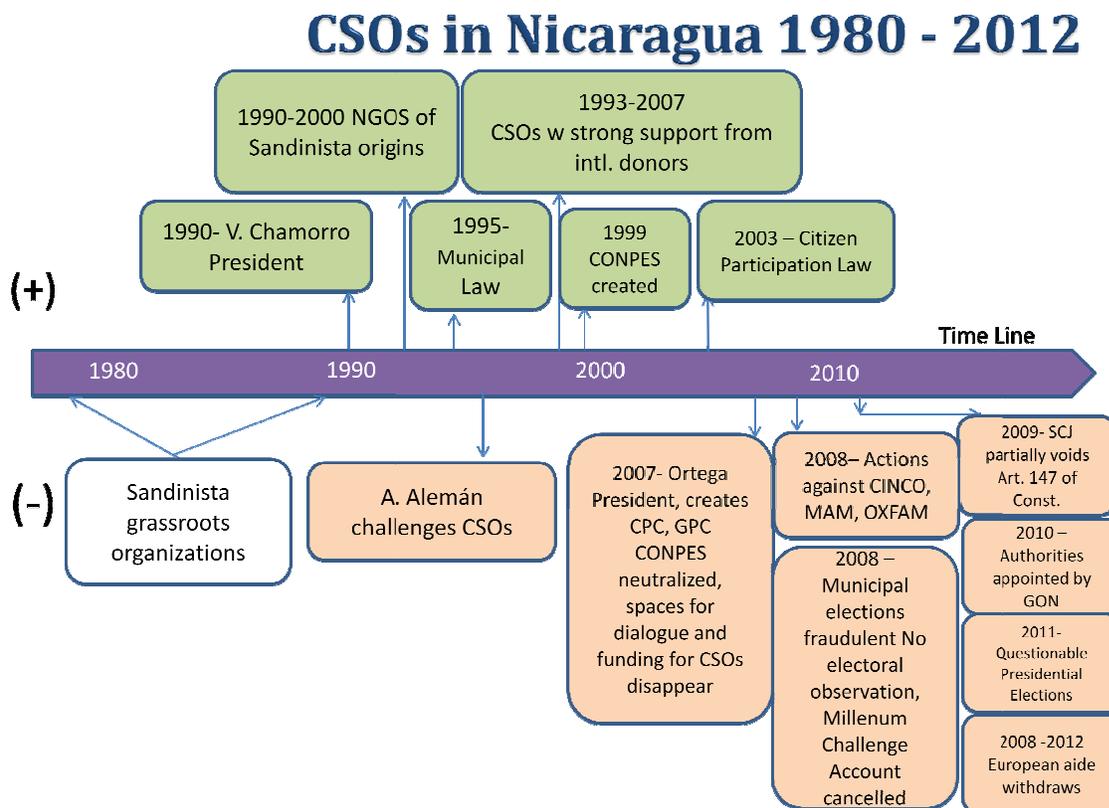
Multilateral organizations also provide international ones are the Inter-

<sup>29</sup> The evaluation did not find other international projects. The only two USAID projects.

American Development Bank, World Bank, Central American Bank for Economic Integration, International Fund for Agricultural Development, International Monetary Fund and Nordic Development Fund.

Since 2007 until the present, Great Britain, France, Italy, Sweden, Austria, Norway, Finland and Holland have withdrawn or are withdrawing their assistance. In addition, Germany, Canada, Spain, and the US have reduced their levels of support. The reduction in international assistance is due to a variety of factors including: the global financial crisis, the change in donor priorities, and concerns regarding the fraud in the elections in 2008 and 2010 as well as the reduction in democratic spaces in Nicaragua.

Today, only the governments of the US, Spain, Luxembourg, Japan, Finland, Canada, Russia, Korea and Switzerland remain (some bilateral donors who have left may still be helping Nicaraguan CSOs indirectly through regional projects). This drastic reduction in international aid is taking place at one of the worst moments possible given the political environment. This has left many CSOs vulnerable and baffled at the lack of international response to their predicament. Figure 7 below provides a summary of the developments that have been supportive of civil society participation and the growth of CSOs (on the top) and some of the key challenges they have faced during the past few decades (in the bottom).

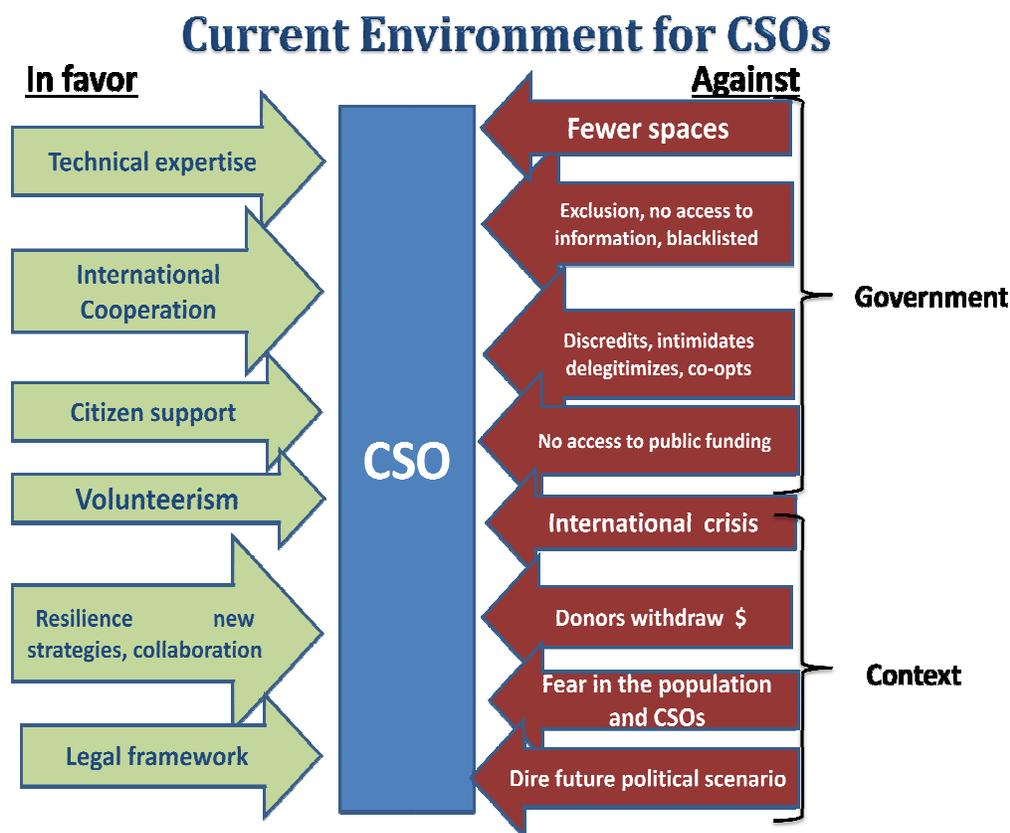


**Figure 7. CSOs in Nicaragua 1980-2012**

Interviews and discussions with civil society organizations, key informants and international cooperation representatives served to better understand how this new environment is affecting civil society and how these organizations are responding to it. Respondents were asked to provide an assessment of the sector, to identify its needs and priorities, and to provide the strategies their organizations have taken in response. The results provided a complex and alarming picture of the current state of civil society in Nicaragua.

**Civil society leaders described a totally unfavorable environment, one that makes it difficult to achieve their organization’s objectives and fulfill their roles.** This environment coupled with the withdrawal of

many donors makes the situation especially difficult. CSOs reported that they have had to let go of qualified staff, limit their projects and activities, withdraw from geographic areas where they used to work, and continue doing some of their activities with the reduced budgets they have left (in the case of one CSO, their budget was reduced by 90%)<sup>30</sup>. The majority of CSOs interviewed/surveyed are going through a loss of both human and economic resources. CSOs also described a changed environment where they were no longer able to obtain basic information for their research, where they had lost the capacity to dialogue with the public sector, and where local activities require the approval of the CPCs, making their work difficult if they are not approved by the local political leadership. This situation has reduced their ability to function. Figure 8 below summarizes some of the key issues facing CSOs today, both those in favor of civil society participation and the opposing factors that make the context difficult for civil society to play its critical role in society.



**Figure 8. Current Environment for Nicaraguan CSOs**

**Civil society needs in this context**

The most common themes expressed by CSO interviewed regarding priorities and needs were:

- To identify new strategies and innovative ways in which to become economically and institutionally sustainable;
- To strengthen the alliances and CSO networks that work in municipal, national, and regional CSOs beyond just collaborating at the project level, but by also working together to defend the sector; and

<sup>30</sup> For example, MPN, CPDH, HADEMOS, and Coordinadora Civil are experiencing near-crisis level funding shortfalls.

- To increase the use of volunteers.
- To become more efficient and transparent in their activities, including presenting annual reports and having clear membership and board of director election procedures;
- To maintain their independence from the government, political parties and, in some cases, international donors;

### Strategies for the future

Nicaraguan civil society has acquired skills and capacity during the last three decades that has enabled it to effectively reach out to the general population and the media and has gained credibility in the public eye. They have played important roles in the current political environment as they organize to defend democratic institutions, promote dialogue among differing views, and advocate for inclusiveness.

Nicaraguan CSOs will need to develop strategies that will permit them to respond to the current environment and continue to contribute to the development of their communities and country. Discussions with CSOs, independently and in groups, revealed that some organizations have already changed strategies to adapt to the new environment and also to apply newly developed skills. These include:

- Strategies related to resource development and finding new donors, including reaching out to new international donors as a result of study tours organized by the projects;
- Establishing new relationships with the private sector;
- Identifying fee-for-service possibilities that are in-line with the organization’s mission;
- The increased use of volunteers; and
- Reducing expenses to the maximum.

*“CSOs have a weakness: they have not been able to make visible their contribution to state-building. Civil society has put important issues on the national agenda, including: climate change, violence against women, tolerance for sexual diversity, and the citizen participation law. Civil society has provided many qualitative contributions to the public discourse”*

## D. Key Project Findings

### Responsiveness and Relevance of Projects

*Q. To what extent did the two activities address the needs of CSOs?*

*Q. What are the views of local civil society about whether these two activities were relevant to them?*

- **Responsiveness and relevance of projects to civil society needs.** CSOs interviewed and surveyed responded that both projects responded to their expectations and were relevant to their needs. Survey results show that the ISP project obtained .96 of 1 while HICD had 0.89 of 1 in this area. Survey respondents identified Governance, Communications and Strengthening of Board of Directors and Technical Teams as the most valuable. Interviews especially highlighted the value of the study tours, individualized coaching and technical assistance provided by both projects.
- **Institutional strengthening is still considered important and relevant by the majority of the participating CSOs.** The majority of CSO leaders considered institutional strengthening

*“Institutional strengthening served us well. The project motivated us and we improved. We are more conscientious of doing things in a more organized way and to implement processes in an orderly and structured manner that is also not rigid. Institutional strengthening helped increase the survival and sustainability of organizations within our women’s movement and to find new resources.”*

to be important and 50% of the ten organizations responding to the survey considered that in the current context, there is an on-going need for institutional strengthening assistance in order to respond to the current challenges. In both the interviews and surveys, CSOs noted that institutional strengthening should be accompanied by resources that would allow them to make use of the newly acquired capacities.

- **Financial sustainability** is the top priority for most of the CSOs participating in the interviews and survey. Some have never had to search for funding and are suddenly facing a new reality. There is a difference in degree between the midterm and this final evaluation in regards to the heightened concern with economic survival.

A large part of respondents identified financial need as their highest priority. Especially hard hit are organizations that relied on European donors as many of these donors have reduced or withdrawn their assistance. The effects are drastic. For example a CSO that in 2008 had a \$600k budget and six regional offices, today is trying to accomplish its work with only three offices and a \$200k budget.

*“Before, we never knew anything about sustainability strategies. (International donors) paid for everything - from my salary, to the electricity and even the janitor. Now, all of a sudden I need to maintain the organization. It was a double-edged sword as we didn’t anticipate that one day international donors would leave. This will serve to shake the tree and we will see who stays and who does not”.*

In many cases, CSOs reported having difficulties in implementing their new plans and strategies due to a lack of financial resources. In some cases CSOs questioned the value of having communication or strategic plans without the ability to implement them and many noted having lost valuable human resources as a result of the economic hardships encountered by their organizations.

CSOs report developing new strategies for their survival including fee- for-service<sup>31</sup>, approaching the private sector, identifying new potential donors and forming new alliances. Both projects offered training and technical assistance in this area and a study tour was conducted so CSOs could develop new relationships with other donors and experienced different strategies of developing resources.

- **A Sustainability Strategy** was considered essential given that all CSOs are undergoing a difficult economic situation that affects their future sustainability. This was an area covered by both projects as well as the theme of **Strategic Alliances and Networks**. CSOs believed that alliances and networks can create synergies to defend CSOs against government attacks; facilitate resource development; and improve the quality of their work through sharing best practices.
- **Satisfaction. Most of the CSOS consider the assistance very important to their organizations and recognize USAID’s commitment to and support of civil society.** The survey found levels of satisfaction were high, 0.77 for HICD and 0.75 for ISP. CSOs also expressed their satisfaction during interviews by relating the benefits they derived from the projects. The professional quality of the teams was broadly recognized, especially in the case of the ISP.

### Achieving Project Objectives

*Q. To what extent were the two activities effective in achieving their overall objectives and results?*

- **Effectiveness:** Regarding the effectiveness of the projects, ISP and HICD were rated at 0.76 and 0.72 respectively by survey respondents. All CSOs interviewed during the evaluation declared that the ISP

<sup>31</sup> For example, AMMCH is now charging a small fee for their services to women, ProJusticia is selling training courses, and FNN is offering professional services to the local media in order to broaden its funding sources.

and HICD projects generated changes within their organizations, mostly led by their executive and technical staffs. CSOs report improved cohesion, better board-staff relations, clearer vision and goals and new strategic plans. Staff and boards have increased capacity to lead the organization, as they have aligned their organization's vision and strategic plans and now have better organizational tools to achieve them. They have improved capacity to restructure and improve their management practices; develop sustainability plans; establish local and international links and partnerships; and promote and improve volunteer management. Examples include Hademos which significantly improved board staff relations; MCAS which gives credit to its new strategic plan drafted with ISP assistance for its funding from Holland; and emerging organizations like INCEJU, which acknowledged not having known about strategic plans or accounting manuals before ISP support, to now having all these tools in place and having grown significantly. Case Studies in Annex 9 also point to examples of each project's effectiveness in achieving results.

- **Legal requirements.** Both projects assisted CSOs to better comply with government legal and administrative requirements that need approval by government entities, such as legal personalities and by-laws. Given the aggressiveness of the government against some of the CSOs, these abilities become especially important.
- **Increased Communication Skills.** Several organizations noted improvements in communication skills, including a focus on use of new media and several mentioned new or revamped websites. Managing the media has been valued by CSOs.
- **Small grants** were valued by CSOs for the funding they represent and the responsiveness to their needs, but respondents also commented on the short grant time periods and amounts, especially given the administrative burden associated with them.
- **Coordination between the ISP and HICD projects.** The transfer of CSOs and coordination between the two projects was not optimal. This resulted in cases of duplication of services, contradictions in recommendations, and confusion in several CSOs.

### **Looking at the future: changes and/or improvements in project design**

*Q. Are there changes in focus that should be made under any future civil society assistance?*

*Q. Should the Mission design and implement a similar future program (or programs) to the activities being evaluated? How can they be improved?*

**CSO representatives were unanimous in their support for the continuation of institutional assistance projects.** When asked to suggest what changes a future civil society assistance project should consider, CSOs offered the following suggestions:

- **Regarding selection criteria and target organizations.** Several CSOs recommended that future assistance projects should have very clear participation selection criteria, as there was confusion by several of them regarding the criteria for receiving full services under the HICD project. Several suggested concentrating new efforts on organizations that defend democratic values and institutions, especially those involved in advocacy and human rights who risk their livelihoods and persons on a daily basis. Other suggestions included:
  - ✓ Expanding work with local grassroots organizations, especially outside of Managua;
  - ✓ Working with emerging youth organizations, as the traditional CSOs have not incorporated youth leaders into their leadership teams;
  - ✓ Given the loss of free media, supporting independent media, new communication technologies and training on critical thinking for journalists and youth; and
  - ✓ For USAID to expand the number of organizations they support as there is the appearance of a closed group of beneficiaries.

- **Regarding project design.** Organizations contend that institutional strengthening is important but not sufficient. CSOs expressed the need for support with implementation of the tools and other results of the institutional strengthening activities. Herein lays the importance of grants, which CSOs recommend should be a larger project component than it currently is. In addition, they expressed a need for follow-up support and coaching after training is completed to help organizations adapt and apply newly acquired skills.
- **Project timeframe.** There was a wide consensus among respondents that institutional strengthening projects need a longer timeframe and CSOs recommended that a future project be longer than those being evaluated, especially in the case of HICD.
- **Efficiency of resources.** Respondents noted the need for more efficiency in the use of resources and for projects to produce useful deliverables for Nicaragua, for example a “diplomado” in a relevant topic or a local organization or mechanism where CSOs can go to for assistance with organizational development needs. The use of external consultants, especially international ones, and high cost venues for training were criticized by participants on several occasions. They suggested the use of local and more cost-effective approaches. Some respondents suggested that local CSOs be considered as direct recipients of funding in order to reduce the high transaction costs that an international implementing agency implies.
- **Political considerations.** Civil society leaders encouraged the development of a strategy that lessens the negative consequences to CSOs of participating in USAID supported projects, as doing so may make them more vulnerable to government attacks – a civil society leader described USAID assistance as a “double edge sword”. Options may include broader collaboration with other donors or incorporating attractive project components like infrastructure to the design.
- **Sustainability and resource development.** Respondents highlighted the need to continue supporting CSOs to develop and implement new resource development strategies. Efforts that encourage partnerships and networks and alliances also contribute to increased sustainability and need to be included in a future project design. Examples of partnerships that formed as a result of the projects are Acprodmujer which is planning to share offices with ProJusticia in exchange for their help in project design and has also joined forces with FNN for exploring project opportunities and supporting them on issues of domestic violence. They have formed a coalition review group. Several organizations are now approaching new funding opportunities as a group rather than on their own.

### Gender Issues

*Q. How did the different roles and status of women and men within the community, political sphere, workplace, and household (for example, roles in decision-making and different access to and control over resources and services) affect the work that was undertaken?*

*Q. How did the anticipated results of the work affect women and men differently?*

When questioned about their gender policies, impact on women and the role of women in their organizations and projects, CSOs responded that:

- There were no obstacles to participation of women in their activities or organizations, as women are active at all level of the organizations. This was evidenced by the fact that 18 out of the 27 CSO representatives interviewed were women.
- Half of the CSOs interviewed had developed a gender policy within their organizations, but some considered the need to improve it and be better prepared on the subject.
- Many CSOs include a gender focus in the activities. Supporting gender equity forms part of the strategic plan of several organizations, for example CPDH.

Both projects intentionally made efforts to involve women organizations and participants in their work. For example, 63% of the persons trained by the HICD project <sup>32</sup>were women and four women organizations out of a total of 27 formed part of the ISP project.

## Specifically ISP Findings

*Q. To what extent were the two activities effective in achieving their overall objectives and results?*

*Q. How effectively have these programs coordinated with USAID or other donor programs to achieve overall strategic objectives?*

The ISP project improved performance in most of the participating CSOs, achieving its overall objective. Likewise, it was successful in meeting or exceeding the targets in its approved PMP as described below:

Indicators by Result	Baseline	Target	Outcome
Result 1 Formal CSOs Boards of directors and executive directors with improved leadership functionality; CSOs in substantial compliance with domestic regulations	4 of 20	14 of 20	15 of 20
Result 1 for Emergent CSOs Completed request for Legislative Decree	0 of 10	4 of 10	4 of 10
Result 2 Formal CSOs Partner CSOs implementing strategic plans	5 of 20	15 of 20	17 of 20
Result 2 Emerging CSOs	0 of 10	5 of 10	6 of 10
Result 3 Formal CSOs Organizations with board-approved documents that contain Organizational structure, Descriptions of authority and responsibility, and Personnel policies and procedures	1 of 20	10 of 20	20 of 20
Result 3 Emerging CSOs Organizations with board-approved documents that contain Volunteer Manuals	0 of o 20	4 of 20	4 of 20
Result 4 Formal CSOs Organizations that have a communications strategy that contains the following: Message development, Communications policy, Use of new media	1 of 20	12 of 20	18 of 20
Result 4 Emerging CSOs same as above	0 of 10	4 of 10	4 of 10
Result 5 - Training Programs for Boards of Directors and Technical Teams are Developed	118 training workshops		
Result 6 An Assessment of Opportunities within the Emerging Civil Society Sector, Civil Leaders, and Media is	Completed. 10 emerging CSOs selected		

<sup>32</sup> TDR Final Report, page 9

Indicators by Result	Baseline	Target	Outcome
Conducted			
Result 7 A Training Strategy for Non-formal Organizations	Strategy Completed. The strategy includes: Leadership Development , Strategic, Operations and Project Planning, Enhanced Skills in Operations Management (HR, Volunteer Financial and Facilities Management), and Expanded Awareness of Potential as CSOs in Coalition Alliance and Partnership Development, Public Policy Formulation and Reform and Increasing Transparency and Accountability		
Result 8 Number of CSOs that have worked together with at least two other CSOs in activities such as: Alliances, coalitions, and cooperation Joint programs sponsorship	1 of 20	10 of 20	15 of 20
Result 8 Emerging CSOs	2 Of 10	5 of 10	6 of 10
Result 9 Grants Program	Ten grant agreements signed in the first round and 18 in the second one		

**Table 2. ISP PMP and Actual Results**

**The ISP project developed and structured an organized system for providing organizational development services** and its assistance was highly praised by the majority of CSOs. The focus group identified the quality of the technical staff as one of the project’s biggest strengths.

The ISP applied its analytical tool to 17 CSOs and provided personalized and tailored technical assistance to a broader number of organizations in the key organizational development areas identified in the IDF.

**Technical assistance** was provided by the Senior Consultants of the project and evaluations of the quality and appropriateness of their services was positive in general.

**Training.** 118 workshops were held on 39 different topics of which 72 were customized workshops tailored to meet the specific needs of the various organizations, such as conflict resolution or non-violent actions of CSOs. Many of the workshop topics were delivered multiple times. Topics for workshops included<sup>33</sup>:

**Result 1: Governance and Leadership**

1. Strengthening of Boards of Directors
2. Leadership Development
3. Transparency and Governance
4. Institutional Strengthening and Integrity

**Result 2: Strategic Planning**

5. Organizational Diagnosis
6. Strategic Planning

**Result 3: Management Structures and Practices**

7. Effective Management
8. Team Leadership

21. Human Resource Management
22. Development of Volunteer Network
23. Volunteer Recruitment and Management
24. Fundraising Strategies
25. Project Design and Proposal Development
26. Fundraising Databases

**Result 4: Marketing and Communications**

27. Advocacy and Communication
28. Communication Strategy Design
29. New Media
30. The Role of Civil Society Spokespersons

<sup>33</sup> ISP Final Report, page 14

9. Youth Leadership
10. Training of Trainers
11. Conflict Resolution
12. Development of Annual Work Plans
13. Evaluation of Results
14. Spider Web Model
15. Accomplishments of the ISP
16. Security and Emergency Measures
17. Diagnosis and Formulation of Legal Statutes
18. Nicaraguan Laws Governing Youth
19. Nicaraguan Law 147 – Governing NGOs
20. Legal Framework Analysis

31. Mass Media Management
- Result 8: Strategic Realignment & Collaboration**
32. Developing Civil Society Alliances
  33. Leadership and Organizational Change
  34. Development of Youth Consortiums
  35. Non-Violent Actions of Civil Society
  36. Human Security Alliances
  37. Interagency Partnerships
  38. Strategies for Inter-Sectorial Collaboration
- Result 9: Grants Management**
39. Grantees Orientation

Response to the training was positive as 89% of the ten surveyed CSOs considered training effective and 67% satisfactory. The majority of CSO leaders interviewed were satisfied with the training as well. Dissatisfaction was usually due to their being too basic, that they were trying to meet very diverse needs at the same time, or that they were repetitive from previous trainings. Many of those highlighted the trainings provided for the Board of Directors. INCEJU and HADEMOS attributed changes in their organizations to trainings received from ISP.

In addition to these workshops, ISP conducted two study tours: to Peru and Boston/Cape Cod. These study tours were designed to expand the views of CSO leaders and explore different models and approaches by similar organizations and leaders. Study tours were also designed to help CSOs develop “more visionary, collaborative, creative and proactive approaches in learning from experiences”<sup>34</sup>. Civil society leaders who participated in these study tours were unanimous in their appreciation for how valuable they were. They developed a new vision of what is possible, made new international contacts and linkages with potential donors, and are already trying to adapt innovative ideas to their organizations in Nicaragua. IEEP, for example, learned how the project organized the tour and was able to replicate it to organize its own fundraising tour.

**Grants.** A first round of grants was implemented in August 2009 with ten formal CSOs. A second round was launched beginning October 2010 with some adjustments caused by issues affecting the prime contractor that required additional approvals and included 18 agreements. All grants were completed by July 30, 2011. A total of 23 partner CSOs participated in the program, including 19 formal CSOs and four emerging CSOs. Nine formal CSOs received grants in both rounds of the program. Grants ranged from \$48,173 to \$76,295, with an average grant of \$67,820 in the first round of grants. The average grant in the second round was of \$15,000. CSOs utilized these grants to produce strategic, operating and/or communication plans, administrative and operating manuals, gender policies, web pages, alliances, and information systems; they also purchased software and obtained training in a range of areas including project design, financial management, volunteer management, internal controls, new media, accounting and leadership.

One of the findings of the mid-term evaluation was that the technical and grants teams did not collaborate sufficiently, which resulted in delays in the approval of deliverables/products produced with the grants. This issue was resolved for the second round of grants as both technical and grants staff members reported increased collaboration. The inclusion of technical assistance from the start produced better deliverables by grantees and prevented delays in the disbursement of funds. This improved situation was corroborated during CSO interviews as none reported delays in payment due to poor quality of deliverables/products.

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<sup>34</sup> ISP Final Report, page 14

**Results.** ISP's assessment of 17 of the 20 formal CSO partners found improvements in all areas of institutional development as measured by the IDF as follows:

- ✓ In Result 1 **Organization's self-governance capacity strengthened**, MSI noted that 13 CSOs graduated to their highest score of consolidation. The Evaluation team found that 90% of those surveyed received assistance in self-governance and that this was relevant to their needs and effective to meet their objectives. For example, CARITAS updated their by-laws and HADEMOS received timely and critical assistance with their Board of Directors.
- ✓ In Result 2, the **organization's ability to set a strategic plan**, MSI reported that 14 CSOs strengthened their strategic planning capacity. Likewise, CSOs that were interviewed affirmed having received this assistance and that this was relevant and effective in meeting their objectives. A youth organization commented that the strategic plan had given them, "a much clearer vision of our future".
- ✓ In Result 3, **improved management structure and practices**, MSI reported that 15 organizations improved by one or more levels. The evaluation found that 60% of the CSOs received these services and considered them relevant, effective and satisfactory. In the words of a CSO leader, "the board of directors improved its effectiveness and continues to use what it learned about resource development, project design and volunteer management, things we did not know previously and now we use constantly.
- ✓ In Result 4, **effective communication strategy developed**, MSI reported that all CSOs have achieved better visibility in the local and national media, improved internal and external communication and image. They noted that three organizations reached the consolidation stage and one the final level of sustainability. CSOs reported some concern that the effectiveness of the training was limited by lack of funding to apply new skills. Organizations learned about social media, developed new websites and were better able to craft and deliver their messages.

**Other Results.** The ISP also committed to conducting an assessment of opportunities within the emerging civil society sector, civic leaders and media under its Result 6. After completing the assessment, *Assessment of Opportunities within the Non-Formal (Emerging) Civil Society Sector, Civic Leaders, and the Media*, a group of ten emerging CSOs were selected and received various levels of support. Although the ISP was not able to provide them all the support they needed given their incipient levels of development, most emerging CSOs interviewed were satisfied with the training and technical assistance received by the project. CSOs described organizational improvements and pride at having fulfilled their legal and administrative requirements, of having by-laws, a webpage and/or policies and procedures. One commented that "before we were just an informal group and now we are a real organization".

Under Result 7 ISP was responsible for developing a training strategy for non-formal organizations, individuals and the media based on the assessment mentioned above. The *Emergent CSO Training Strategy* was completed by MSI in 2010. Although it did not have resources to implement it fully, it did present the strategy to five USAID partners.

Result 8 of the project was to develop a comprehensive strategy to stimulate synergy among the civil society formal and non-formal sectors. MSI reported that eight CSOs developed their capacity to generate synergies as a result of mentor relationships established between formal and emerging CSOs. For example FNN and ACROPDMUJER of Masaya and MAM and Movimiento de Mujeres de Chinandega established strong relationships. Synergies through relationship building were highlighted by many CSOs during the interviews. Civil society leaders noted the improved relationships with other CSOs as an additional benefit of the program. Examples of partnerships include HADEMOS and CPDH, which currently engage in alliances with other CSOs in a coordinated way and have worked in alliance to advocate for a fair electoral process

without politicizing the work of civil society. These partnerships afforded emerging organizations with a broad range of benefits, including the ability to apply for grants without having a legal personality; having a mentoring relationship with and support from experienced organizations as they go through their growing phases; and technical assistance from them to improve their services and better serve their members. For more formal CSOs, partnerships represented a support group with whom to analyze and strategize a response to the political situation, discuss the financial challenges facing the sector, and/or build a common agenda with organizations that share values and priorities in order to have a bigger impact. ISP staff noted the increase of alliances and partnerships as a trend over the three years of the project.

**Coordination with USAID/Nicaragua.** As the program underwent significant changes, important leadership changes took place within USAID/Nicaragua. During this period, the Mission Director, Deputy Mission Director, DG Team Leader and AOTR also changed. These changes brought about increased attention to the program, a closer relationship with USAID, and a clarification of what the program's targets would be. In addition, given the sensitive nature of the project's interaction with participating CSOs, ISP staff was zealous about maintaining the confidentiality it had offered CSOs regarding its work with their boards, staffing, vision, and strategies. This made providing details on reports a challenge. Agreements regarding the COP's and DCOP's schedules were also made at this time in an effort to provide improved coverage. As a Cooperative Agreement, MSI sought to manage the project with relative latitude under Donald Spears' capable direction. These issues created tensions in the relationship that lasted throughout project implementation.

*Q. What are the strengths and weaknesses of these programs?*

The evaluation team convened CSO leaders to identify, among several other purposes, the project's strengths and weaknesses. Participants identified the main strengths of the ISP program to be:

***Strengths within the ISP***

- The development of valuable planning and management tools that allowed CSOs to identify their mission and to pursue it with increased knowledge and capacity.
- The high technical and human qualities of the ISP team; good communication and a relationship of respect; their openness to recommendations; their understanding of needs; and their ability to adapt methodologies to each CSO level.
- Useful tools and methodologies including the combination of technical assistance and grants
- The coaching aspects of the program and personalized technical assistance that resulted in many of the improvements made by CSOs.
- The ability of CSOs to select their own consultants based on a list of service providers within the grant component.
- The ability of the staff to understand the internal working conditions within each CSO.
- The encouragement and support provided by the project to participate in networks and alliances with other CSOs. This was especially important for the emerging organizations.

***Weaknesses within the ISP***

- The absence of a component that would permit CSOs to put into practice many of the new skills gained from the program (i.e. communication strategy).
- The Fixed Obligation Grants mechanism did not provide advances to cover project implementation. CSOs are currently in a vulnerable financial situation and the mechanism created problems for some of the organizations.
- Project design did not take into account the context of Nicaragua. Some CSOs reported that the methodologies were inadequate for CSOs in the country

- Workshops did not always respond to the needs of the organizations, contents needed to be more appropriate to the reality faced by CSOs and the limitations they face.
- The timeframe to implement the second round of grants was too short.

### Specifically HICD Findings

*Q. To what extent were the two activities effective in achieving their overall objectives and results?*

*Q. How effectively have these programs coordinated with USAID or other donor programs to achieve overall strategic objectives?*

As described below, the HICD project improved performance in many of the participating CSOs, achieving its overall objective. Likewise, it was successful in meeting the targets in its approved PMP<sup>35</sup>:

Indicator	Target	Total
2.3.2-8 Number of local CSOs strengthened that promote political participation and voter education	23	24
2.4.1-1 Number of Civil Society Organizations using USG Assistance to Improve Internal Organizational Capacity	30	48
2.4.1-9 Number of USG Assisted Civil Society Organizations that engage in advocacy and watchdog functions	24	34
2.4.1-Custom - Number of CSOs equipped with the skills to contribute to developing and advocating for proposals for an improved legal environment for CSOs	12	15
2.4.2-2 Number of Journalists Trained with USG Assistance	20	54
2.4.2-2a Number of men	10	31
2.4.2-2b Number of women	10	23

**Table 3. HICD PMP and Actual Results**

Given that the HICD approach and methodology is different from a regular participant training one, WL staff indicated that a process of clarification and discussion between WL and USAID was required before an understanding was reached on the project's design and its potential.

**The process of identifying and selecting CSOs** included information sessions with USAID Sector Teams and partners, including ISP, CHF, IRI and NDI. The coordination between ISP and WL was not smooth and generated confusion. WL staff reported having very limited documentation regarding real CSO performance levels. Information to CSOs regarding the HICD project was a source of confusion for several CSOs. Organizations noted during their interviews that they did not understand the criteria by which some were selected to receive some services and others not. Others were grateful for the project's support but did not understand how they came to receive them. Others complained of not getting a response to their requests to be part of the project. There was a 16 month overlap between the ISP and HICD projects.

Regardless of its difficulties with start-up, **the majority of CSOs were satisfied with the services provided by the HICD project and benefitted from its services.** Several organizations highlighted the process utilized by HICD in identifying their needs, arriving at priorities and developing an action plan. They especially liked the ability to select the consultants that would provide them with technical assistance.

<sup>35</sup> TFD Final Report Attachment II Indicators HICD Final April 6 2012.

Both organizations that received full or extensive HICD services (Red Local and NicaSalud) were very satisfied with the process, even though in NicaSalud’s case they did not achieve all of their objectives, which included determining an indirect rate for the organization. In general, CSOs considered the technical assistance provided to be of good quality.

The 15 organizations receiving HICD or partial HICD services throughout the life of the project included<sup>36</sup>:

*Year One*

- Red Nicaragüense por la Democracia y el Desarrollo Local (Red Local)
- NicaSalud
- Cáritas
- Fundación para el Desarrollo Social and Economía Rural (FUNDESER)
- Movimiento Juvenil Nicaragüita (MJN)
- Grupo FUNDEMEOS
- Congreso Permanente de Mujeres Empresarias de Nicaragua (CPMEN)
- Comisión Permanente de Derechos Humanos (CPDH)
- Grupo ProJusticia

*Year 2*

- Red Local (continued from HICD)
- Instituto de Estudios Estratégicos y Políticas Públicas (IEEPP)
- Desafíos
- Centro de Derechos Constitucionales (CDC)
- MJN Management TA (from 2010 workplan)
- Centro de Investigación de la Comunicación (CINCO)
- Asociación Movimiento Mujeres de Chinandega (AMMCH)
- Congreso Permanente de Mujeres Empresarias de Nicaragua (CPMEN)

Throughout the two years of the project, WL implemented one full HICD program and 13 partial HICD programs<sup>37</sup>. Many participating CSOs were proud of their new capabilities and skills developed as a result of the project. Case studies in Annex 9 demonstrate the HICD process as well as its impact on NicaSalud and Red Local.

***Multi-partner Training and Technical Assistance***

In addition to the HICD activities, a Multi-partner Training and Technical Assistance program was designed to offer training to a wider number of CSOs. Anticipated outcomes included<sup>38</sup>:

- Organizational performance in the area of fundraising improved; potential donor base of targeted organizations diversified; quality and scope of project proposals improved; organizations have clear strategies, systems and procedures for fundraising;
- Strategic links and cooperative relationships with key NGOs and donors from United States developed and/or strengthened; international public relations function vis-à-vis strategic partners and donors improved;
- Best practices and lessons learned from organizations in the US understood, resulting in improved fundraising, public relations, and programmatic functions vis-à-vis international organizations and donors;

<sup>36</sup> Training for Development Final Report, page 19

<sup>37</sup> Final report , page 18

<sup>38</sup> TFD Multi-partner Training Program Technical Assistance Intervention Request Form

- Performance of staff members and their organizations improved in the areas of communication, volunteer management, and project cycle management as a result of multi-partner training and technical assistance activities;
- Alliances established between partner organizations to exchange lessons learned in key organizational performance areas based on relative strengths/needs.

World Learning commissioned an institutional assessment of “the core human and institutional competencies, organizational capacities, and actual levels of need for such a learning program”<sup>39</sup>. The assessment was conducted by Northern Nevada International Center (NNIC) from late October through mid December of 2010 and resulted in the selection of four key areas of training: resource development and sustainability, volunteer management, communications and project cycle management and planning. Given the environment CSOs were living through, resource development and sustainability was emphasized.

The procurement and implementation of the institutional assessment resulted in a lull in project activities for many participating CSOs and unfortunately did not produce the desired results. Several CSO representatives described the assessment process as superficial and were dissatisfied with the results. This sense of malaise was aggravated by the fact that some did not receive a response to their requests for clarification of results and felt incorrectly represented by the assessment. Others described this period as one of much activity only to be followed by silence.

**There were 33 organizations selected to benefit from the Multi-partner Training program (MPT)**<sup>40</sup>. The training program also included study tours to both third-country and US locations. These were highly valued by the CSO leaders. The HICD’s emphasis on resource development, volunteer management and communications were important priorities for CSOs. Study tours provided an opportunity to expand their vision, develop links with international organizations, and strengthen relationships with other Nicaraguan CSOs.

Interviews with participant CSOs raised the following points regarding this component:

- Many CSOs noted the uneven pace in the implementation of the HICD project. The organizational assessment was followed by a long pause in activities. A hectic training schedule ensued characterized full days of training over a period of several weeks that covered many subjects. CSOs were unable to adequately benefit from these training opportunities due to their small staff, limited advance notice, and their own agenda.
- In general, CSOs were satisfied with the quality of the training provided, found it relevant and especially valued the training regarding resource development and sustainability plans.
- Although they recognized their expertise, several CSOs questioned the high cost and need for international consultants and the use of expensive hotels as training venues.
- Some CSOs questioned the allocation of resources and study tours as they believed that in some cases it was based on personal relations with WL staff.

**A valuable characteristic of the HICD project was its flexibility to respond to unexpected needs and requests from USAID and its implementing partners.** The project was able to respond to various requests from implementing partners including NDI, CHF, IRI and MSI. Interviews with some of these USAID Partners revealed that they were pleased with the support provided by HICD in response to exceptional requests,

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<sup>39</sup> Ibid, page 21

<sup>40</sup> A list of organizations served by the MPT program can be found in Annex 8.

which included assistance with conferences, support in providing technical assistance, and facilitating study tours among others.

**Efficiency in the use of resources.** It is worthwhile to assess the efficiency of interventions in gauging a project design’s scalability and replicability. In the case of the HICD project, there were two instances where an institutional assessment or institutional diagnostic were carried out, the cases of Red Local and NicaSalud respectively. These two cases were the closest to having a “complete” HICD process. WL’s TDF Report March 2012 shows the cost for the Red Local assessment as \$89,019. Total HICD interventions were \$141,664 for Red Local and \$102,853 for NicaSalud or an average of \$122k per organization. The project invested \$244,517 to provide services to two CSOs, both important organizations in Nicaragua and obtained positive results. Nevertheless, the significant cost for this type of intervention calls into question of how best to invest scarce resources in an environment of diminished international donor assistance.

#### ***Supportive Framework for Civil Society Project***<sup>41</sup>

An effective and contrasting approach was provided by the “Supportive Framework for Civil Society Project” (SFCS) led by ICNL with funding and support from WL. This support provided continuity to ICNL’s previous activities under the Supportive Framework Program. The project sought to “continue the efforts initiated by ICNL with Nicaraguan CSOs to develop their capacity to: 1. Design, obtain funding for, and implement training programs on freedom of association and laws governing CSOs; and 2. Mobilize and lead an appropriate sector-wide response to restrictive legislative initiatives.”<sup>42</sup> The ICNL strategy is based on the belief that in order for an NGO law reform process to succeed, indigenous institutions and individuals must assume ownership of activities. ICNL’s role in the process is one of catalyst only as they provide both technical assistance and a comparative perspective. The work and leadership for advocacy and legal reform comes from local NGOs<sup>43</sup>.

*“Of the projects, the ICNL activities were the most successful ones. There you can see results. We are those results; the project changed us – I traveled and had a professional fellowship. Now we have the logic of international laws through the lens of international law which we didn’t have before. We were able to include several universities in our work. With UPOLI we organized a higher level course on Association Law. We were 20 organizations that worked together on something concrete.”*

ICNL strategy was to focus assistance on a core group of CSOs to ensure that the Nicaraguan CSO sector developed experts in civil society law, legal drafting, and advocacy who can leverage their skills to engage CSOs across the sector in support of law reform. ICNL was careful on its selection of target organizations to be included in the program. Both, with its first group of expert CSOs and with the expanded group, ICNL set out to build an effective and balanced group. ICNL supported this “expert group” with training, technical assistance to help them quickly develop the knowledge and skills to credibly and effectively counter restrictive laws and advocate for more enabling ones. Through a small grant program, ICNL supported and encouraged initiatives that reviewed law reform proposals, and educated other CSOs, the public, and the media regarding the need for supportive laws that regulated the sector’s activities. These small grants also had the aim of deepening their capacity. ICNL provided models and comparative analysis to the group as it developed its recommendations.

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<sup>41</sup> ICNL’s work in Nicaragua started through a previous project funded by USAID/Nicaragua. The WL project provided continuation of selected activities.

<sup>42</sup> Intervention Request Form and Implementation Plan for ICNL, page 2.

<sup>43</sup> Lessons in Implementation: The NGO Story Building Civil Society in Central and Eastern Europe And the New Independent States A Study Sponsored by the Office of Democracy and Governance Within USAID’s E&E Bureau And by Implementing Nongovernmental Partner Organizations October 1999, page B1

The costs for the SFCS project were \$241,853 in services and \$53,712 in grants awarded to five CSO partners (with a range of \$5k-17k in size) for replication of their new skills and knowledge, for a total of \$295,565<sup>44</sup>. With these resources ICNL was able to achieve the following results, many highlighted by CSOs during their interviews:

- CSOs have become recognized as specialists in Nicaragua in the area of freedom of association and constitutional law. ProJusticia has expanded its technical abilities and now provides training on these subjects. Collaboration was established between ProJusticia and the UPOLI Law School to commemorate the month of the constitution and raise awareness about constitutional law.
- Several universities participated in the project and as a result have committed to including freedom of association as part of their curriculum. Oscar Castillo, Dean at the Universidad Politecnica de Nicaragua, reiterated his University's commitment to continue providing training in these areas and informed that this is a topic in the curriculum reform currently underway. Approximately 400 law students and professors and bar association members were trained in national and international legal standards governing CSOs.
- The group was able to produce an alternate civil society law collaboratively in case there is an initiative to change current law.
- A delegation of three CSO lawyers engaged in a special regional hearing before the IACHR on legal barriers to freedom of association in the Americas. This experience profoundly impacted their professionalism.
- Over 500 representatives of CSOs nationwide are better prepared to comply with Nicaraguan law; Close to 50 CSO representatives received advanced training in the tax laws affecting the sector and hundreds more have access to plain language guidance. In addition, a manual for CSOs outlining important information about tax law and options available to CSOs to implement non-grant and non-donor-based income generation strategies was developed; and
- More than 200 journalism students and practitioners were introduced to legal concepts on the rights and responsibilities of Nicaraguan CSOs, providing them with a background that will facilitate technically sound, less sensationalistic coverage of the sector in the media.

**Project length.** In its final report WL staff recommended that “the **length of future HICD or other capacity-building programs be extended**. The process of establishing the all-necessary trusting relationship, completing organization assessments or diagnostics, building stakeholder consensus, and providing the dedicated technical assistance that allows partners to make systems and structures operational would be more ideally carried out over a longer program period.” CSOs also noted that the project's timeframe was too short and that the highly packed training schedule did not allow them time to sufficiently absorb the material presented. In addition, discussions with WL staff raised the issue of a contradiction between the HICD methodology and the two-year time frame for the project.

**Relationship between CSOs and WL.** For the most part, the relationship was strong and respectful. Most of the concerns related to one staff member who was disrespectful and behaved unprofessionally to several CSO representatives.

### **Strengths and Weaknesses of the HICD project**

#### **Q. What are the strengths and weaknesses of these programs?**

As with the ISP, focus group discussions were held that identified the strengths and weaknesses of the HICD project. These were:

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<sup>44</sup> TDF Report for March 2012

### *Strengths*

- Flexible model was able to respond to many requests; mostly demand driven technical assistance; study tours provided a valued opportunity
- Developed valuable planning and management tools for participating CSOs. Tools were also developed for facilitating the process of identifying and implementing their missions.
- Strengthened CSOs institutional capacity in areas such as volunteer management, fundraising and communications.
- Staff openness to CSOs recommendations and a demonstrated interest on their part towards CSOs needs and proposals; in most cases, good communication with CSOs.
- Good understanding on the internal workings of the CSOs and of their work.
- Ongoing coaching and personalized technical assistance
- Staff that resided in the country and was easily accessible.
- The study tours gave CSOs international visibility, enriched and expanded a vision of their work, and allowed CSOs to develop new sources of financing and learn successful practices from counterparts in other places.

### *Weakness*

- Short project time frame.
- Project design did not take into account the country's context. Some international consultants did not understand Nicaraguan reality and were unwilling to listen.
- Project design did not include a component that allowed CSOs to put into practice the new abilities and skills acquired through the project or promote the sustainability of the contacts made through internships or study tours.
- CSOs were overwhelmed by a crowded training schedule during the last months of the project. These resulted in wasted resources and caused difficulties in small organizations with limited human resources.
- In a few cases, the suggested methodologies were not adequate for the CSOs and arriving at a solution resulted in delays.
- Deficits in coordination between the two projects resulted in: instances where training was duplicated from what had already been provided by ISP; cases where consultants gave conflicting advice from one another; and a lapse in the work with the organizations during the transition between the two projects. CSOs also indicated that the process of trying to understand the changes and transition was frustrating.
- Negative cost-benefit ratio. CSOs suggested increasing the use of local consultants, who are qualified, know the reality of the country and are less costly; too many activities in too short a time made it difficult to assimilate the knowledge.

## **E. Conclusions and Lessons Learned**

### **Civil Society – Conclusions**

*Q. What is the general status of civil society in Nicaragua?*

*Q. How did the civil society partners and beneficiaries of these programs interact with the broader political and governmental environment? And how were they affected by it?*

**Civil society organizations are working in a totally unfavorable environment, one that makes it difficult to achieve their organization's objectives and fulfill their roles.** Public attacks, intimidation through legal and administrative means and the loss of spaces where they can participate have made it difficult for many CSOs, especially those in the DG sector, to continue their work. Figure 9 describes the situation for CSOs in Nicaragua today.

**Many CSOs, especially those in the DG sector, find themselves in a critical economic situation. This is significantly increasing their vulnerability.**

The negative political and administrative environment, coupled with the withdrawal of many donors makes the situation especially difficult for many CSOs, especially those which had depended on European assistance. This situation has become more acute since the midterm evaluation and there is a risk of losing key CSOs with knowledge and skills important to protecting democratic values and practices.

**Dialogue with the public sector has become impossible for most CSOs.** The creation of new entities of civil society participation controlled by the government, such as the CPCs at the local level, has restricted the ability of CSOs (particularly those not aligned with the government) to work at the local and national levels. Participation in policy formulation, the monitoring of public strategies and programs has become impossible to carry out without access to information or data.

**The use of administrative and taxation vehicles are being used to frighten or dissuade CSOs.** Several CSOs noted the repeated audits by the government as a way to intimidate them. CSOs have benefitted from a better understanding of their rights and responsibilities and are able to protect themselves from these forms of intimidation. It appears that the government has opted for this methodology in targeting specific CSOs.

**CSOs that participated in the two projects have matured and improved their capacity as organizations.** This gives them a better chance to face and respond to current and future challenges. These CSOs have established new linkages with counterpart organizations in Nicaragua and internationally; they have a broader vision of what is possible and better trained leaders. These assets, among others, will position them to better face the challenges ahead.

### Responsiveness and Relevance of Projects

*Q. To what extent are or did the two activities address the needs of CSOs?*

*Q. What are the views of local civil society about whether these two activities were relevant to them?*

**Nicaragua's democratic system finds itself in a process of progressive deterioration** due to the Ortega regime's increased centralization and authoritarianism. In this context, **CSOs play an important role in the defense of democratic values and the system itself.** This in itself justifies the assistance provided by the two projects. Beyond this validation are the valuable results obtained by the projects which not only benefit the organizations themselves but also the citizenry of Nicaragua in general.



**Figure 9. The situation of CSOs is more difficult every day**

Based on the information collected, **it is clear that both projects were well grounded in the civil society arena and responded to relevant civil society needs.** These projects were especially important at a time when other donors left Nicaragua, significantly reducing available resources and the political environment continued to deteriorate. The projects responded to civil society needs as follows:

- The ISP responded to civil society’s need to sharpen its purpose and strategic vision within the current context. Issues of governance, strategic plans, clear communications, resource development and meeting administrative and legal requirements were important to CSOs.
- The HICD project responded to civil society’s desire to improve its performance in carrying out its mission. The training focus on resource development, communications, and volunteer management responded to deeply felt organizational needs in areas where they were deficient.

**Organizational development is important and relevant for the majority of participating CSOs.** Both formal and emergent partners achieved increased levels of organizational capacity as a consequence of the assistance provided by the ISP and HICD Projects. This included the ability to develop new sustainability strategies (funding, volunteers, alliances, new donors, fee for service), especially relevant in this context.

**Networks and alliances, both national and international, and have gained in importance in the current environment.** CSOs are finding that alliances and networking provides them with needed support and resources. Some reported that they do their advocacy work through their networks and refrain from political or activities sensitive to the government as an organization. Alliances for the purpose of developing new resources have also been more frequent in this environment, as organizations search to develop new strategies for survival.

*“I feel that Civil Society is more united, especially our group that promotes electoral reform. We are more united since the international donors retreated”.*

*“We see more alliances at the local level. We coordinate efforts and collaborate with each other. We also look out for each other. There are more partnerships – before it was hard to work together”.*

### **Achieving Project Objectives**

*Q. To what extent were the two activities effective in achieving their overall objectives and results?*

*Q. How effectively have these programs coordinated with USAID or other donor programs to achieve overall strategic objectives?*

**Both projects met or exceeded the targets set by their respective contracts/agreements resulting in improved performance in key organizational areas.** These integrated programs, which combine diagnostics, technical assistance, study tours, coaching, grants, and training, were effective in bringing about improved organizational development, as was frequently confirmed by CSOs during interviews. Integrated and flexible designs allow projects to respond to the individual needs of each CSO.

**Increased capacity of CSOs human resources** was the key to both projects and the reason behind the training activities provided. Capable human resources constitute the best defense for CSOs in the current context. The reduced levels of funding are putting at risk the stability of these trained staff in the organizations.

**Both projects were successful in achieving improvements in the governance area.** Better defined roles between CSOs staff and board of directors, updated by-laws, and complying with the NGO laws have helped to facilitate the work of CSOs. The assistance provided in improving the functioning of the Boards and more clearly establishing their role was mentioned by many CSOs as important to becoming more effective organizations.

**CSOs have a gained a better understanding of their rights under national and international law and there is a core group of organizations capable of defending freedom of association in Nicaragua.** The work of ICNL provided CSOs with appropriate materials and tools to enable them to continue to promote a sound legal framework related to freedom of association, constitutional law, and citizen participation.

**Improved volunteer management** capacity will contribute to CSOs ability to improve their sustainability and effectiveness. Volunteer support is seen as an important mechanism and strategy for many CSOs in order to continue their activities and has been critical for many organizations during this time.

**Collaborating with other USAID projects** was specifically an objective of the HICD project and WL reached out to other USAID partners to offer services and activities, which it was successful in doing. IRI and CHF for example, were satisfied with the support offered by HICD. In comparison, ISP did not have collaboration with other projects as an objective and, for the most part, focused solely on target CSOs. In limited cases ISP coordinated and supported CSOs in their relationships with other donors, as was the case with CPMEN and the Danish embassy. This support resulted in the CPMEN obtaining resources and support from the Danes.

### **Looking at the future: changes and/or improvements in project design**

*Q. Are there changes in focus that should be made under any future civil society assistance?*

*Q. Should the Mission design and implement a similar future program (or programs) to the activities being evaluated? What are the strengths and weaknesses of these programs? How can they be improved?*

**The evaluation found ample evidence to assert that organizational development activities are important to Nicaraguan CSOs and full consensus from participant CSOs on the need for similar projects in the future.** The question regarding changes in focus raises the following issues:

- Strengthening civil society is a very broad objective and includes a wide range of divergent organizations. Given the current context, **it may be beneficial to narrow the scope of the project objective** and CSO selection criteria and to focus more on specific DG objectives.
- **Selection criterion for CSOs was not sufficiently clear to stakeholders** and the projects could benefit from additional clarity. Possible criteria could include: 1. CSOs in the DG sector (those that defend human rights, monitor elections, advocate for transparency); 2. CSOs that represent a sector; 3. CSOs that have a demonstrated capacity or expertise in a strategic area; 4. CSOs with impact potential or the ability to multiply and disseminate; 5. CSOs that are sustainable and have the capacity to absorb assistance; and networks or movements with regional coverage.
- **Organizational development is important but not sufficient** to improve CSO performance. There is a need for complementary interventions, such as grants or funding to implement recommendations, exchanges with counterparts in other countries or regions with successful practices, and support for network and alliance building.
- **Issues of cost efficiency** need to be balanced with achieving project results. Given the current political and economic context, the ability to support and engage a critical number of key DG organizations may be more important than deeply assessing and providing tailored institutional strengthening support to a few.
- **Scalability and replicability** were not part of the design in either project, but may be important in **building sustainable mechanisms** to continue providing organizational development assistance after projects are completed. Building *learning networks* where CSOs are identified for their expertise and commit to mentor other organizations in this area is one of many models in this direction. Other options may include the use of CSOs as consultant for the project (which will also build recognition for them in their areas of expertise and was done by the HICD project in contracting with MAM to design the gender policy for MJN) while providing needed revenue for

them or developing services – like a “diplomado” – which will continue forming and training civil society members in the future.

- **The focus on youth and women organizations should continue in the future** as these represent a way for projects to be rooted in key demographic sectors, which have played critical roles bringing about change in Nicaragua.
- **Support for new and alternative media** will represent a way of reaching the public given increasing restrictions in the traditional media and will likely gain in importance to civil society and the public in general.
- With the retreat of many donors, USAID’s **assistance gains in importance, especially to DG CSOs.** There is a need to target assistance strategically and to look for synergies with the remaining donors.

## Gender

*Q. How did the different roles and status of women and men within the community, political sphere, workplace, and household (for example, roles in decision-making and different access to and control over resources and services) affect the work that was undertaken?*

*Q. How did the anticipated results of the work affect women and men differently?*

Women organizations have been at the forefront of advocating for change and defending democratic values in Nicaragua. In many ways, they have led the way in promoting and advocating for civil society participation. Women were strong allies of the Sandinista movement and have been dismayed and disappointed by the treatment received from the Ortega government. These organizations are deeply rooted in the communities and are active both at the local and national levels. Within CSOs women are well represented at the volunteer, technical and managerial levels, although they may have lesser representation at the board level (in some organizations).

*“Before we had an excellent relationship with the Comisaría de la Mujer (Women’s Commissioner) but ever since this government came in the doors have been closed for us. They do not take us into account for any kind of event or meeting”.*

CSOs, for the most part, are aware of the importance of utilizing a gender focus in their activities and in supporting gender equity in general and several have incorporated gender policies as part of their organizations.

Both projects focused on the internal and external institutional capacities of the organizations rather than a targeted beneficiary group. It is expected that as organizations increase in their ability to accomplish their mission, their understanding of gender issues and support for gender equity will have a positive effect on women in general.

## Conclusions – ISP

The ISP was successful in achieving its objective. As measured by the Performance Management Plan<sup>45</sup>, **the project met or exceeded all the targets for the nine results.**

The vast majority of participating CSOs declared that **the ISP brought about important differences in improving their strategic and management capabilities within their organizations.** Asodel, AMMCH, CPMEN, Eduquemos, Grupo Fundemos, MPN and Caritas are the organizations that made the most progress, as reported by MSI.

<sup>45</sup> Organizational Development of Nicaraguan Civil Society Final Project Report, June 2008 to August 2011, MSI

**Improvements and changes obtained by the participating organizations** are tangible, recognized by representatives of CSOs, and highly valued by them. CSOs have high regard for their improved capacities in governance, strategic planning in their structures and management practices, and the design and implementation of their communication strategies.

The ISP Project **succeeded in responding to the needs and expectations of CSOs**. This was due to:

1. An adequate methodological approach in implementing the ISP, which started from a needs assessment and the use of the IDF and was followed by the design and implementation of tailor made development plans.
2. The technical and human quality of project professionals ISP and teamwork that developed with CSOs members.
3. The effort and hard work carried out by the various partners in each of the CSOs.
4. An integrated design that included the right combination of training; personalized and tailored technical assistance; grants; and study tours which promoted international networking and exchange of experience with counterpart organizations.
5. Success in adapting the methodology to the Nicaraguan context and to the needs of each organization. ISP grants provided useful tools, but did not provide an opportunity for CSOs to implement or put into practice the new skills or knowledge, something frequently noted by CSOs.

**The training program** provided the skills and knowledge that allowed CSOs to better position them to potential donors and citizens as well as to defend against government attacks.

**The study tours were successful** in creating linkages between CSOs and their international counterparts. They served to facilitate the exchange of experiences and to raise awareness of successful and innovative solutions to problems similar to those facing Nicaraguan CSOs.

**ISP was relatively successful in incorporating the ten "emerging" CSOs into the project.** CSO representatives of these emerging organizations participated in courses, workshops and established mentoring relationships and synergies with some of the formal CSOs. As a result, many emerging CSOs are stronger and have completed, or are in the process of completing, the initial stage of establishment and development.

**The small grants were an excellent complement to other project activities and served different purposes for each of the 23 CSOs that received them.** Despite their relatively small size, they served to improve the knowledge of the organizations in the legal and technical areas and to conduct activities in areas required by them. This mechanism proved effective.

**The IDF provides a useful lens through which to gauge an organization's level of development.** Although it may not be sufficient in identifying all the barriers to improved performance in an organization (i.e. staff incentives to performance may not be picked up in this framework), it is useful in working with CSOs towards building an understanding of what is required to become an effective organization.

## **Conclusions – HICD**

**The HICD project achieved its targets and objectives** as defined in its performance management plan. The project achieved results as described in the findings above. Indicators selected for the HICD PMP were limited to the output level.

**Most CSOs were satisfied with the services and interventions provided by the project.** Highlights of the project included the quality of technical assistance, the openness of staff to their proposals, the possibility of selecting their own consultants, and the study tours. **CSOs found the training relevant and especially valued the assistance with resource development and sustainability plans.**

**CSOs reported improvements in organizational performance.** CSO leaders value the changes in performance and recognize their significance to their organization. CSOs are proud of their achievements in resource development, volunteer management, and new management practices.

**Design and timeframe.** It was very challenging to implement a HICD methodology in two years. A longer timeframe was needed for the methodology to be applied as designed. On average, the cost of a full HICD intervention ranges between \$50-75k. Especially in the current context where resources are scarce and a very difficult political and legal environment, this investment should be carefully weighed against other approaches. The design calls for the use of distinct consulting firms to implement an action plan for a CSO, which permits skilled experts in specific areas. This may also result in conflictive advice among experts.

Difficulties in the early phases of the project resulted in an **uneven pace of implementation in the Multi-partner Training Program**. In addition, an organizational assessment that did not provide the desired outcome caused further delays in getting training activities underway. Given the short project timeframe, a hectic training schedule was offered to participating CSOs, which reduced the potential benefits they could have gained from the training. Several CSOs considered the multi-partner training program poorly planned.

**The WL/ICNL component provided an efficient and effective model for building capacity** in freedom of association with a multiplier effect that had local and national reach.

**One of the most valued characteristic of the HICD project is its flexibility and ability to respond to unexpected needs and requests from USAID and its implementing partners.** In an uncertain environment, this is a welcome tool and an asset that gives the Mission flexibility to meet unexpected challenges and opportunities.

## Lessons Learned

The implementation of these projects brought about the following lessons:

- To be successful, institutional strengthening of CSOs require a relationship of respect and a participatory approach, where CSOs are involved in identifying their needs and in the design and implementation of their action plans. A horizontal relationship between the executing agency and the CSOs, one of partners in the effort, produces good results.
- Nicaraguan CSOs are receptive to and welcome organizational development assistance. They are open to assessing their performance and to improving their organizations in both internal and external aspects.
- Integrated or comprehensive project designs, that combine grants, technical assistance/coaching and training, provide the tools and flexibility to address CSO needs in a tailored fashion and produced good results. Flexibility to respond with the appropriate tools was effective for both projects.
- Organizational development projects require time to build relationships of trust and complete institutional assessments. Project timeframes need to be long enough to accommodate the process; two years proved insufficient.
- Organizational development is important, but not sufficient in achieving performance improvement. Improvements are vulnerable to changes in the political and economic environments. Losses of valuable human resources represent loss of capacity for many CSOs.
- Mechanisms that assist CSOs to access economic resources, including assistance with resource development and fundraising, small grants, facilitating CSOs partnering/linking with counterparts in other countries, and linkages to other donors are valuable to organizational development efforts; especially in contexts such as currently exist in Nicaragua.

- Study tours were some of the most valued activities in both projects and allowed CSO leaders a new vision of what their organizations could become and provided new ways to address their challenges. They energized and invigorated leaders during a difficult and trying period for civil society.
- The selection of external consultants, especially those from developed countries, should be very rigorous, because sometimes they do not understand the internal problems of a country and their understanding of local culture and the political context is limited. Given their higher costs, foreign experts are better used in cases where there is limited local or regional capacity and should be teamed with national partners to support the transfer of knowledge

## F. Recommendations

A new institutional strengthening project will benefit from having **an integrated and flexible design** that includes technical assistance, grants, study tours and allows CSOs the ability to put into practice new skills and/or encourages them to multiply or replicate it. A flexible design will also allow USAID the ability to respond to an ever changing environment.

Consider **identifying a more targeted DG project objective that facilitates the selection and identification of DG CSOs** that have demonstrated their capacity to defend human rights, promote democratic values, and that are threatened by the government's attacks. Other CSO selection criteria could include: solid membership with several years of experience and proven ability to generate support through volunteerism or other resources; strong leadership and management capacity; or can present a proposal that demonstrates implementation capacity and can generate results. These criteria focus more on quality than on quantity in determining the number of organizations to serve.

Past experience has shown the importance of a **close integration between the grant and technical assistance components** and the difficulties in bringing together the organizational cultures and priorities of distinct implementers. These issues and lessons learned should be taken into account in the design of future civil society projects that have both of these components.

**Integrate sustainability plans into project design to promote a continuation of activities into the future.** This could include the development of *learning networks* among partner CSOs; the development of products – i.e. courses or certificates offered by Universities or the capacity of CSOs to offer specialized services in organizational development.

Promote **project designs that provide and permit CSOs to multiply and replicate new skills and knowledge**, as was used by ICNL.

Given the complexity of organizational development, **future projects would benefit from an extended period of performance**, with a three year as a minimum.

Projects should give priority to **local and regional experts** when possible. The list of local service providers developed by these projects should be disseminated to other USAID implementers. This could include the use of CSOs as trainers and mentors as this would also contribute to building local capacity and sustainability.

Given the current political context, it may be desirable **to develop possible alternative scenarios and strategies for future DG projects** in the event the current situation worsens. These might include

identifying alternative ways of providing support to DG CSOs in case the political situation does not permit them to participate in typical USAID funded projects.

## Annexes

Annex 1 – Scope of Work

Annex 2 – Evaluation Design and Methodology, Work plan and Timeframe, Key Question Matrix and Design Matrix

Annex 3 – Data Collection Tools, Guided questions for interviews with CSOs and Survey

Annex 4 – Consultants Responsibilities and CVs

Annex 5 – Theory of Change Framework for ISP and HICD projects

Annex 6 – International Assistance - Nicaragua

Annex 7 – PMP Targets and Actual Results for ISP Project

Annex 8 – List of Organizations in Multi-partner Training Program

Annex 9 – Case Studies

Annex 10 - Interview List

Annex 11 – References

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## Annex 1 – Scope of Work -

### PROJECT DESCRIPTION

#### Project Identification Data

- I. Project Title: **“Human and Institutional Capacity Development” (HICD) Project, also known as “Training for Development” Project.**

Project Number: RAN-I-CO-05-00026-00

Project Dates: April 2010 – April 2012

Project Funding: \$4, 059, 455

Implementing Organization: World Learning, Inc.

Contracting Officer Representative (COR): Luis Fernando Ubeda

- II. Project Title: **“Institutional Strengthening Project”, also known as “Organizational Development of Nicaraguan Civil Society” Project.**

Project Number: 524-A-00-08-00003-00

Project Dates: June 2008 – August 2011

Project Funding: \$5,444,506

Implementing Organization: FHI 360, LLC (formerly known as Academy for Educational Development (AED) in partnership with Management Sciences International (MSI)

Agreement Officer Representative (AOR): Jessica Zaman

#### **A) BACKGROUND**

**Project Title: Human and Institutional Capacity Development (HICD) Program -also known as Training for Development**

The goal of this program aimed to provide Human and Institutional Capacity Development (HICD) services to USAID/Nicaragua so that key organizations assisted through other USG-funded Democracy and Governance (DG) activities could better achieve mutually agreed program objectives by developing, in a cost efficient manner, the specific capacities needed within those organizations and in key staff members. The training and other capacity building interventions provided under a Task Order (TO) supported existing technical assistance (TA) programs or filled a void where no TA provider existed. This program was an integral part of the set of activities directed to achieve USAID/Nicaragua's Strategic Objective 1 – Ruling Justly: More responsive, Transparent Governance (SO 1) and concluded on April 6, 2012. Program activities undertaken fell into three broad categories:

- 1) Complete Human and Institutional Capacity Development (HICD) activities,
- 2) Partial HICD activities, and
- 3) Stand -alone non-HICD interventions, or “exceptional requests”.

More specifically, the program implemented the following services and interventions:

- Services: such as ongoing expert consultation services related to the Mission's overall HICD efforts across its portfolio, procurement of training and non-training interventions and logistics providers; intervention services; participant recruitment and processing; pre-departure orientation, participant tracking, with related reporting and monitoring; program monitoring, evaluation and follow-up; participant processing services (US and Third-country); grant management; and
- Interventions: such as performance assessment, organizational performance, individual or workgroup performance, participant training/academic education, technical assistance, small grants and local capacity building.

The HICD program, implemented by World Learning, was specifically designed to develop the capacity of selected Nicaraguan civil society organizations whose work contributes to USAID/Nicaragua's Strategic Objective I, Ruling Justly: More Responsive, Transparent Governance. Given the context of Nicaragua at this time, the two-year program worked to address three core factors that greatly impact the sector:

Capacity and Performance – The ability of partner CSOs to better meet the demands of their stakeholders, clients, and beneficiaries.

Environment – the ability of CSOs to operate within the legislative and regulatory framework, without undue burden placed upon them.

Sustainability – both in terms of financial and programmatic sustainability, the ability of partners to endure.

The following illustrate some of key results as result of the program support:

- Sound Legislative Approach Promoted -

- Partner Capacity-Building Activities Supported by Small Grants
- Professional and Institutional Capacity TA and Training –in subjects related to project management and planning, sustainability, communications, and volunteer management.
- Contributing to the Sustainability of CSOs –

In all, over the course of the two years the HICD program worked directly with more than 70 organizations/partners, implementing 76 programs that consisted of 307 training events, 68 technical assistance activities, 17 US and third-country activities, and nine small grants.

Project Title: **Organizational Development of Nicaraguan Civil Society Project** – also known as **Institutional Strengthening Program (ISP)**

From June 2008 to August 2011, USAID/Nicaragua supported the strengthening of the organizational capacity, governance structure, operational efficiency, and strategic vision of 30 civil society organizations (CSOs) in Nicaragua through the Institutional Strengthening Program (ISP). When the program began in 2008, there was not a cohesive vision of the role that Nicaraguan civil society should play in civic engagement. Through the process of strengthening individual organizations, CSO leaders became more visible and vocal in local media, broadening their constituencies. These grassroots leaders now have a deeper understanding of the impact that their stronger organizations can have in their country and their region. With this understanding and through alliance building, these CSOs began to coalesce around the role that civil society could take in Nicaragua.

Over the course of the project, the ISP worked with 30 CSOs representing a diversity of areas such as education, human rights, women’s business, and vulnerable youth. The program focused on their organizational development and aimed to provide ongoing professional support within five main components:

- Governance and Leadership;
- Strategic planning;
- Management Structures and Practices;
- Marketing and Communications and;
- Strategic realignment and coalition building.

The program worked with two groups of organizations - twenty of which are mature civil society organizations (CSOs) and ten of which are emerging civil society organizations. Emerging organizations are distinguished by the fact that they have existed for less than five years. The methods used by program staff in assisting CSOs included managerial process observation, coaching, training and technical assistance. To complement the areas discussed above, the program managed a grants program. The grants served to accelerate the implementation of the activities promoted by the program’s technical advisors.

Highlights of progress as result of this program support include the following:

- Thirteen organizations strengthened their self-governance capacity moving to the Consolidating stage of the IDF.
- Fourteen organizations strengthened their strategic planning capacity and moved to the Consolidating stage.
- Eleven organizations experienced substantial growth moving one or more of the four stages on the continuum.
- Fifteen organizations improved their management structures and practices moving to the consolidating stage.
- Five organizations achieved substantial growth, advancing one or more stages.
- Eight organizations strengthened their ability to stimulate synergies growing into the Sustaining stage and at least four organizations showed substantial improvements.

A performance mid-term evaluation was performed in July of 2010 with generally favorable conclusions and useful recommendations that were taken into consideration in the ongoing implementation of the project. The report presented a list of recommendations that are summarized below:

1. USAID should continue supporting the 20 formal CSOs to maintain the level of strength they currently exhibit.
2. USAID should provide OD services similar to these provided through ISP to an additional set of up to 20 CSOs. These could include several of the ten emergent organizations that participated in this project.
3. USAID should broaden and deepen OD services to include greater emphasis on institutional sustainability, and improve internal financial management and inter-institutional alliance building, both at the national and international levels.
4. Support CSOs to develop their capacity to manage grants directly, especially FOGs from USAID and other cooperating entities.
5. USAID should use only non-prescriptive, long-term, collaborative implementation processes delivered by qualified OD professionals in providing institutional strengthening while not intervening in internal programmatic issues.
6. The ISP partner CSOs organizations should continue to work on implementing the seven pillars to building a fundraising program and they would benefit from continued technical assistance that ensures the following:
  - An expanded volunteer network for fundraising and fundraising committee with clear terms of reference
  - A compelling institutional case for support
  - A written fundraising plan
  - A reliable system of financial management and accountability
  - Proficiency using Foundation Directory Online

## **B. EXISTING DATA**

The evaluation team will be expected to meet with members of USAID Nicaragua and staff from World Learning, FHI 360 and MSI as well as with other key technical players and counterparts.

USAID will provide all existing documentation (hard or electronic copies) related to the two programs being evaluated and will provide the evaluation team with a package of background materials, including:

- Evaluation Policy
- Checklist for assessing USAID Evaluation Reports
- ISP mid-term evaluation report
- Project contract (or agreement) and pertinent amendments
- Project annual plans and quarterly reports
- Work Plan
- Monitoring and Evaluation Plan
- Final program reports
- Other relevant studies or documents (as requested by the evaluators)

In addition evaluators should consider the following performance indicators that were tracked during the life of the project:

Common indicators for both DG projects:

- 2.3.2-8 Number of local CSOs strengthened that promote political participation and voter education
- 2.4.1-1 Number of Civil Society Organizations using USG Assistance to Improve Internal Organizational Capacity
- 2.4.1-9 Number of USG Assisted Civil Society Organizations that engage in advocacy and watchdog functions

Additional indicators for HICD project:

- 2.2.4.1 Custom - Number of CSOs equipped with the skills to contribute to developing and advocating for proposals for an improved legal environment for CSOs
- 2.4.2-2 Number of Journalists Trained with USG Assistance
- 2.4.2-2a Number of men
- 2.4.2-2b Number of women

## **C. EVALUATION QUESTIONS**

The following evaluation questions have been identified by USAID Nicaragua and must be answered as a result of this evaluation and clearly presented in the Final Report in terms of how they relate to the evaluation purpose

- 1) What is the general status of civil society in Nicaragua? Can it be categorized into subgroups? If so, what are the typical organizations in each category? To what extent are or did the two activities address the needs of CSOs?
- 2) What are the views of local civil society about whether these two activities were relevant to them? To what extent were the two activities effective in achieving their overall objectives and

results? Are there changes in focus that should be made under any future civil society assistance?

- 3) How effectively have these programs coordinated with USAID or other donor programs to achieve overall strategic objectives?
- 4) How did the civil society partners and beneficiaries of these programs interact with the broader political and governmental environment? And how were they affected by it?
- 5) Should the Mission design and implement a similar future program (or programs) to the activities being evaluated? What are the strengths and weaknesses of these programs? How can they be improved?
- 6) How has reduction or withdrawal of donor assistance impacted civil society?

Gender-related questions:

- 1) How did the different roles and status of women and men within the community, political sphere, workplace, and household (for example, roles in decision-making and different access to and control over resources and services) affect the work that was undertaken?
- 2) How did the anticipated results of the work affect women and men differently?

#### **D. METHODOLOGY**

The contractor will provide a more detailed explanation of the proposed methodology for carrying out the work when the evaluation design is submitted to USAID for approval. The methodology may be comprised of a mix of tools appropriate to the evaluation's research questions. These tools may include, but not be limited to, a combination of the following:

- Review documentation (e.g., mid-term evaluation; quarterly reports; final reports);
- Organize focus group discussions with selected CSOs;
- Conduct stakeholder interviews;
- Case studies of CSOs

This evaluation will be conducted in consultation with USAID to ensure that the team has the appropriate background and contact information. The key issues to be addressed by the evaluation team should be developed in consultation with USAID designated staff during the evaluation team's first meeting.

The recommended methodological instruments to be used should focus on obtaining information, opinions, and quantitative and qualitative data from all parties involved. These will include the preparation of appropriate questionnaires that should be attached to the work plan to be presented to USAID.

#### **E. TEAM COMPOSITION**

The contractor is expected to independently hire any assistance s/he may deem necessary to carry out this work. The team will be comprised with one external U.S. Senior Civil Society Expert/Organizational Strengthening Expert and a Local Civil Society Expert.

## **F. SCHEDULING AND LOGISTICS**

The majority of the work will take place outside of the premises of USAID/Nicaragua Mission in Managua, Nicaragua. The consultants must provide their own laptop with appropriate software. Contractors are responsible for providing all transportation to and from Nicaragua; international transportation costs are limited to economy-class fares. Contractors are also responsible for in-country transportation.

## **G. REPORTING GUIDELINES**

Recommended format for the Final Report (Not to exceed 25 pages per Project evaluated, excluding Executive Summary):

- 1) Table of contents
- 2) List of Acronyms
- 3) Executive Summary – including a simple statement of the purpose of the evaluation, a very short description of the program, methodology, key results, conclusions and recommendations.
- 4) Introduction – purpose of the evaluation, audience, task synopsis and statement of the key questions to be answered
- 5) Scope and Methodology – describe evaluation methods, including constraints and gaps
- 6) Analysis/Findings/ Conclusions/ Recommendations: for each objective or question, include data quality and reporting system that should present verification of indicators, issues and outcomes
- 7) References
- 8) Annexes

## Annex 2 – Evaluation Design and Methodology, Work plan and Timeframe, Key Question Matrix and Design Matrix

### A. Evaluation Design and Methodology

#### Phase 1: Evaluation Planning.

This phase set the foundation the evaluation and was carried out in close coordination with USAID. The Evaluators conducted the literature and document review that included:

- ✓ Official program documents including RFAs, program descriptions, modifications;
- ✓ Program documents, including annual, quarterly and trip reports and training materials and program handbooks, and assessment products provided by FHI/360 (formerly known as AED) in partnership with MSI and World Learning;
- ✓ Relevant assessments and other evaluations regarding civil society participation and civil society organizational development/strengthening;
- ✓ Relevant publications regarding civil society and the socio-political context in Nicaragua; and
- ✓ USAID documentation including previous USAID Democracy and Governance assessments and current five-year strategy.

In addition, evaluators sought information of other programs or interventions relevant to the programs funded by other donors and USAID/Nicaragua. During this phase, the draft work plan and timeline was prepared and approved by USAID/Nicaragua as well as refining the initial theory of change with its key assumptions underlying the program design. An initial evaluation design matrix was prepared that includes each evaluation question. This matrix is included in Section C. In sum, this phase included:

- ✓ Clarification with USAID/Nicaragua regarding key issues and priorities of the evaluations
- ✓ Finalized the identification of stakeholders for the two programs
- ✓ Finalized evaluation work plan and timeline
- ✓ Literature review, including related relevant evaluations
- ✓ Identification of related interventions and programs that impact the projects
- ✓ Developed and/or refined theory of change and identify key assumptions
- ✓ Developed evaluation matrix

#### Phase 2: Design and Methodology

This second phase resulted in selecting a specific design for each question/subquestion as appropriate and finalizing the evaluation matrix. Evaluators selected the best design for each question, but were limited by the availability of base line data and existing data from each project’s monitoring and evaluation system. The data collection instruments focused on information, opinions, qualitative and quantitative data from a broad number of sources. In addition to participating organizations, the

evaluation engaged stakeholders and civil society leaders who provided important inputs. During this phase the evaluators:

- ✓ Selected measures for each question/subquestion in terms of reference
- ✓ Identified an appropriate design for each question/subquestion in terms of reference
- ✓ Developed data collection strategy and the instruments and sampling methods to be used for each tool.
- ✓ Developed strategy for data analysis
- ✓ Developed the list of organizations and individuals to participate in the evaluation and obtained USAID/Nicaragua approval. These included:

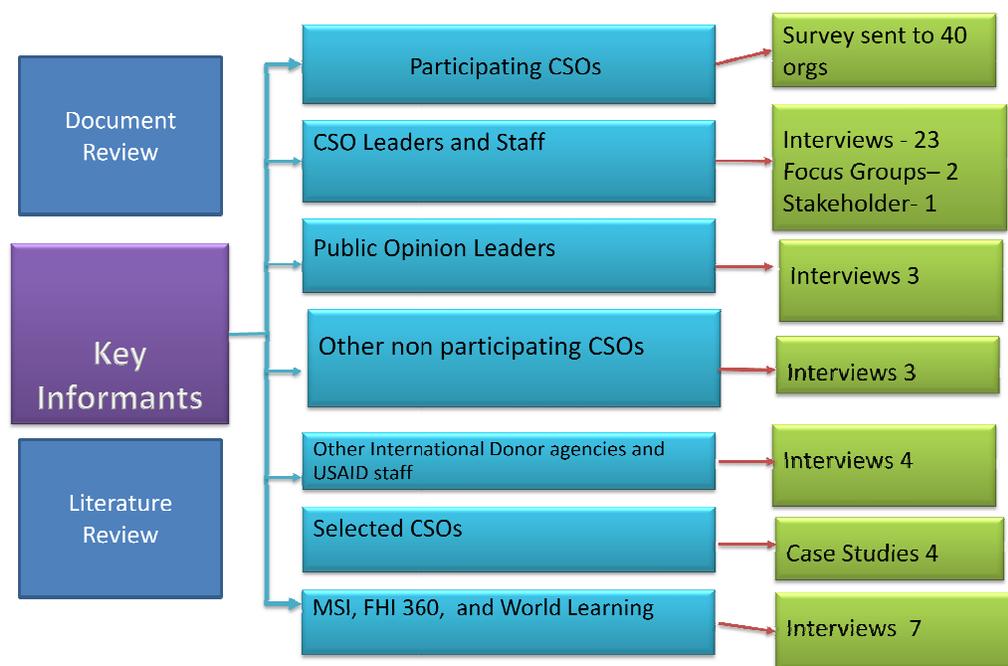
1. **Participating CSOs and Trainees.**
2. **Key Informants.** In order to better understand the context of the programs and the current situation of civil society in Nicaragua, the evaluation design includes interviews with key informants from diverse sectors. Key civil society leaders who may provide important insights on the current situation and suggestions for the future are also included in this group. In selecting individuals for this group of informants, the following characteristics will be considered: broad political representation; broad sector representation; recognized as opinion leaders; and/or credible to the public in general or specialists in their areas.
3. **Comparative CSOs.** The evaluation design will include interviews with CSO representatives from organizations that have not participated in any of the programs being evaluated. Although the sample size will be too small to serve as a formal control group, information gathered from these interviews will give insights as to the importance and relevance of the activities currently provided by the two programs being evaluated and help test assumptions and trends identified by other evaluation tools.
4. **International Donors.** A small group of international donors will be interviewed to gain their understanding of the current socio-political context and their perception of CSO's needs and opportunities.

### **Phase 3: Data Collection and Analysis**

The evaluation design used a mixture of evaluation designs and data collection instruments to respond to the evaluation questions. Both qualitative and quantitative data was collected. Evaluators collected data from varied sources and methods and were able to triangulate this information in the subsequent analysis. These included utilizing case studies, before-after, and one-shot designs depending on the nature of each question and the program context. The evaluation included the following:

- a. **Interviews** –followed the established protocols and data collection tools and used both open ended and semi-structured formats. The interview guide used for participating CSOs is included in Annex 3.
- b. **Focus Groups** – Two focus group discussions were held to examine specific issues identified during the early stages of the evaluation.

- c. **Stakeholder Meeting** – A stakeholder meeting was held with organizations from both projects for a discussion regarding evaluation findings, conclusions and recommendations in order to . will seek to identify lessons learned and best practices. We will utilize an appreciative inquiry approach during these meetings.
- d. **Case Studies** – In close coordination with USAID/Nicaragua four case studies (two of each project) were selected to represent each program.
- e. **Surveys** – A survey was used in conjunction with the other tools described above to elicit input for some of the questions. The survey is included in Attachment XX.



Information gathered from the interviews was organized to compare and aggregate information, identify trends, and generate initial conclusions and recommendations. Some of these conclusions were tested, complemented and cross-checked during the focus groups and the stakeholder meeting.

This phase included the following activities:

- ✓ Tested data collection instruments and request input on evaluation design and tools from the first three CSOs interviewed. In addition, provided USAID/Nicaragua with draft copies and received feedback and recommendations. Made modifications to data collection tools as necessary.
- ✓ Prepared protocol for data collection
- ✓ Collect data utilizing data collection protocols
- ✓ Prepared data for analysis and cleaned data as needed
- ✓ Analyzed and interpreted data
- ✓ Held a Midpoint Conference with USAID/Nicaragua and Evaluators to discuss major themes, findings and assure main issues were being addressed.

- ✓ Held a stakeholder meeting with CSOs to present draft conclusions and deepen discussions, confirm understandings and further explore remaining issues.
- ✓ Debriefed USAID/Nicaragua on evaluation and present major findings and recommendations.
- ✓ Conducted quality checks with key stakeholders and other experts
- ✓ Provided documented draft outline to USAID for approval

#### Phase 4: Final Report

- ✓ Prepared draft evaluation report and conduct quality checks
- ✓ Submitted draft evaluation report to USAID/Nicaragua for approval
- ✓ Submitted final draft evaluation report in accordance to the requested terms of reference and guidance
- ✓ Submitted final evaluation report to USAID/Nicaragua for approval

## B. Workplan and Timeframe

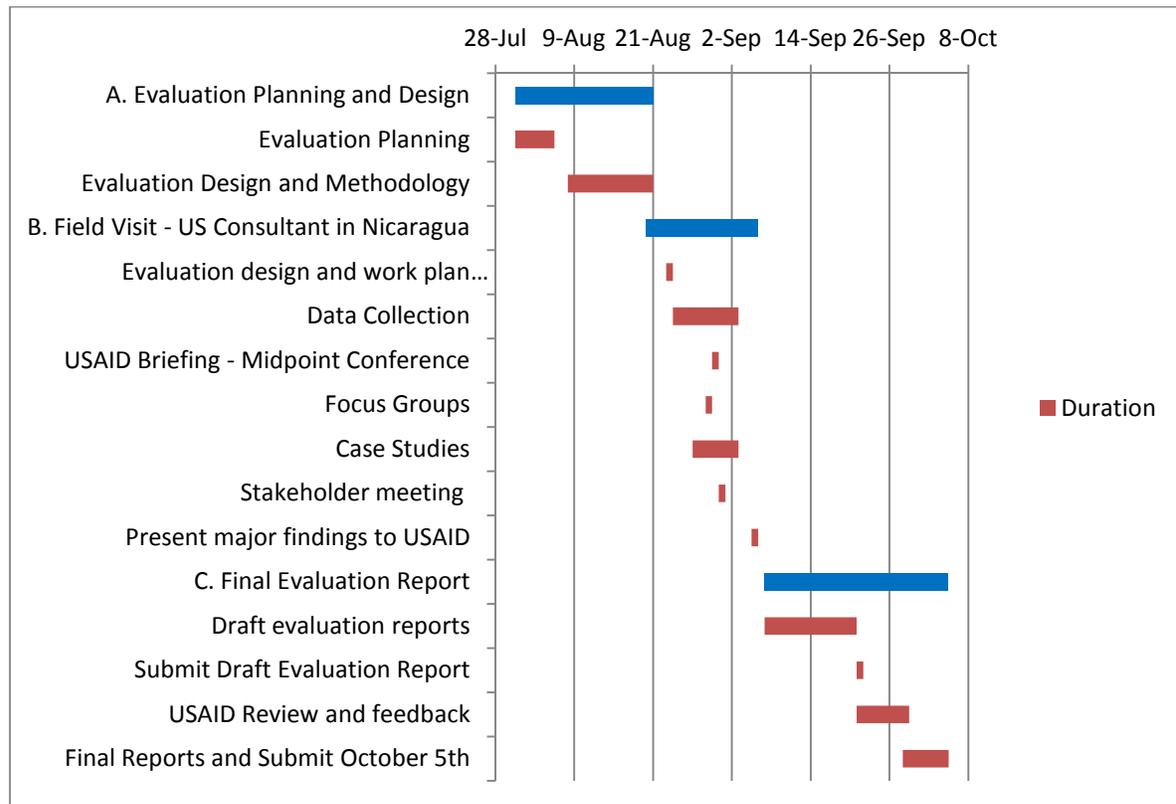
### Deliverable 1 –Work Plan

#### I. Timeline

The timeline has been adjusted to reflect the actual travel dates for the field visit component of the evaluation. The total number of days for evaluation remains at 45 for each member of the evaluation team.

Activity	Start Date
<b>Contract signed</b>	<b>31-Jul</b>
<b>A. Evaluation Planning and Design</b>	<b>31-Jul</b>
Evaluation Planning	31-Jul
Evaluation Design and Methodology	8-Aug
<b>B. Field Visit - US Consultant in Nicaragua</b>	<b>20-Aug</b>
Evaluation design and work plan submitted to USAID	23-Aug
Data Collection	24-Aug
USAID Briefing - Midpoint Conference	30-Aug
Focus Groups	29-Aug
Case Studies	27-Aug
Stakeholder meeting	31-Aug
Present major findings to USAID	5-Sep
<b>C. Final Evaluation Report</b>	<b>7-Sep</b>
Draft evaluation reports	7-Sep
Submit Draft Evaluation Report September 21st	21-Sep
USAID Review and feedback by September 28th	21-Sep
Final Reports and Submit October 5th	28-Sep

## Evaluation Time Line



## II. List of persons and organizations to be contacted

The following is the list of persons and organizations to be contacted for the evaluations of the HICD and ISP programs. In the case of participating Civil Society Organizations (CSOs) we have used the following selection criteria:

- ✓ Diversity in thematic areas and sectors, with an emphasis on those in the democracy and governance sector;
- ✓ Representation of CSOs based outside the capital city given that the majority of participating CSOs are located in Managua;
- ✓ Representation of youth and women serving organizations;
- ✓ An emphasis on CSOs that received significant levels of assistance;
- ✓ Representation of emergent organizations;
- ✓ An emphasis on those CSOs that received an HICD process, small grant, ICNL subgrant or were part of the Multipartner training process;
- ✓ A preference for those CSOs with a base-line or initial assessment that may provide more information regarding program effectiveness; and
- ✓ A particular reason that makes the CSO especially interesting or representative that results from the program document review.

## **CSOs to be contacted**

### **A. Interviews/Group Discussions**

1. Asociación Civil Pro Desarrollo de la Mujer de Masaya (ACPRODMUJER)
2. Asociación de Jóvenes de Mateare (AJOMA)
3. Asociación Instituto Nicaragüense de Capacitación y Estudios Juveniles (INCEJU)
4. Asociación Movimiento de Mujeres de Chinandega (AMMCH)
5. Asociación para la Supervivencia y el Desarrollo Local (ASODEL)
6. Centro de Apoyo a las Misiones (CAM)
7. Centro de Derechos Constitucionales (CDC)
8. Centro de Investigación de la Comunicación (CINCO)
9. Comisión Permanente de Derechos Humanos (CPDH)
10. Congreso Permanente de Mujeres Empresarias de Nicaragua (CPMEN)
11. Coordinadora Civil (CC) y Coordinadora Civil Enlace León
12. Fundación Nicaragua Nuestra (FNN)
13. Fundación para el Desarrollo Socioeconómico Rural (FUNDESER)
14. Grupo Civico Etica y Transparencia (EyT)
15. Grupo FUNDEMOS
16. Grupo ProJusticia
17. Hagamos Democracia (HADEMOS)
18. Instituto de Estudios Estratégicos y Políticas Públicas (IEEPP)
19. Movimiento contra el Abuso Sexual (MCAS)
20. Movimiento Juvenil Nicaragüita (MJN)
21. Movimiento por Nicaragua (MPN)
22. NicaSalud
23. Red Nicaragüense por la Democracia y el Desarrollo Local (Red Local)
24. Universidad Politécnica de Nicaragua (UPOLI)

### **B. Survey**

1. Asociación Civil Pro Desarrollo de la Mujer de Masaya (ACPRODMUJER)
2. Asociación de Jóvenes de Mateare (AJOMA)
3. Asociación de Profesionales en Responsabilidad Social Empresarial (APROSE)
4. Asociación Instituto Nicaragüense de Capacitación y Estudios Juveniles (INCEJU)
5. Asociación Movimiento de Mujeres de Chinandega (AMMCH)
6. Asociación para la Supervivencia y el Desarrollo Local (ASODEL)
7. Cáritas
8. Centro de Apoyo a las Misiones CAM
9. Centro de Derechos Constitucionales (CDC)
10. Centro de Investigación de la Comunicación (CINCO)
11. Comisión Permanente de Derechos Humanos (CPDH)
12. Congreso Permanente de Mujeres Empresarias de Nicaragua (CPMEN)
13. Coordinadora Civil Chinandega
14. Coordinadora Civil Enlace Leon
15. Foro Educativo Nicaragüense (EDUQUEMOS)
16. Fundación Nicaragua Nuestra (FNN)
17. Fundación para el Desarrollo Socioeconómico Rural (FUNDESER)
18. Fundación Violeta Barrios de Chamorro (FVBCH)
19. Grupo Civico Etica y Transparencia (EyT)

20. Grupo FUNDEMOS
21. Grupo ProJusticia
22. Grupo Promotor de las Reformas Constitucionales (GPRE)-Coalición-
23. Hagamos Democracia (HADEMOS)
24. Instituto de Estudios Estratégicos y Políticas Públicas (IEEPP)
25. Instituto para el Desarrollo y la Democracia (IPADE)
26. Movimiento Autónomo de Mujeres (MAM)
27. Movimiento contra el Abuso Sexual (MCAS)
28. Movimiento Juvenil Nicaragüita (MJN)
29. Movimiento por Nicaragua (MPN)
30. Movimiento por una Cultura Política Diferente
31. Movimiento PUENTE
32. NicaSalud
33. Novelistas y Escritores Internacional
34. Novelistas y Escritores Internacional (PEN)
35. Red Nicaragüense por la Democracia y el Desarrollo Local (Red Local)
36. Red Teritorial De la Coordinadora Civil de Carazo
37. Universidad Centroamericana (UCA)
38. Universidad Americana (UAM)
39. Universidad de las Regiones Autónomas de la Costa Caribe Nicaragüense (URACCAN)
40. Universidad Politecnica (UPOLI)

### **C. Key Informants:**

1. Carlos Fernando Chamorro - Grupo Cinco
2. Carlos Tünnermann
3. Violeta Granera
4. Gustavo Adolfo Vargas / Oscar René Vargas
5. Manuel Antonio Ortega Hegg - UCA

### **D. Other Comparative CSOs**

1. Centro Nicaragüense de Derechos Humanos (CENIDH)
2. Instituto de Investigaciones y Gestión Social (INGES)
3. Puntos de Encuentro

### **E. International Donors and NGOs**

1. European Union
2. IBIS – Denmark
3. OXFAM – British
4. International Republican Institute
5. Embassy of Holland

### **World Learning and FHI 360/MSI Staff and Key Subcontractors**

1. Cecile Saborio - ISP
2. Leonardo Escobar - ISP
3. Donald Spears - ISP
4. Felix Maradiaga - ISP

5. Kevin Carew - HICD
6. Jenny Wiegel – HICD
7. Namara Altamirano – HICD
8. Jocelyn Nieva – ISP/NCLA

## C. Key Question Matrix and Design Matrix

- **Matrix – Evaluation Questions**

Key Evaluation Questions	Data Collection Questions
1. What is the general status of civil society in Nicaragua?	¿Cuál considera usted que es el estado actual de la sociedad civil nicaragüense?
1.1 Can it be categorized into subgroups? If so, what are the typical organizations in each category?	¿De qué forma se agrupan la sociedad civil nicaragüense? ¿Hay grupos de organizaciones que considera importante para Nicaragua y por qué?
1.2 To what extent are or did the two activities address the needs of CSOs?	<p>¿Qué necesidades tienen en estos momentos las organizaciones de la sociedad civil a) a su interior y en relación con el medio en que se desempeña? B)¿Individualmente y como colectivo?</p> <p>En relación con las necesidades que usted nombra, ¿hasta qué punto responden estos dos programas a estas necesidades?</p>
2. What are the views of local civil society about whether these two activities were relevant to them?	<p>¿Cuál es la prioridad más grande de su organización?</p> <p>Empezando del uno a cinco, siendo 1 lo más bajo y 5 la prioridad más alta, ¿qué prioridad tiene para su organización el fortalecimiento institucional?</p> <p>Empezando del uno a cinco, siendo 1 lo más bajo y 5 la importancia más alta, ¿qué importancia tiene para su organización el fortalecimiento institucional?</p> <p>¿Hasta qué punto responden estos dos programas a sus necesidades?</p> <p>En una potencial ayuda futura a las OSC ¿cuáles deberían ser las áreas y/o componentes de mayor énfasis?¿cuáles deberían ser los énfasis?</p> <p>¿La estrategia?</p>

Key Evaluation Questions	Data Collection Questions
<p>2.1 To what extent were the two activities effective in achieving their overall objectives and results?</p>	<p>¿Han habido cambios en su institución que son resultado directo de la participación en estas actividades? (por proyecto)</p> <p>En referencia a estos cambios, ¿piensa usted que se pueden mantener vigentes a través del tiempo?</p> <p>¿Quién/es han impulsado los cambios dentro de su organización?</p> <p>¿De qué forma han impactado estos programas en la sostenibilidad de su organización?</p> <p>Por favor mencione dos de las mejores características/componentes de cada uno de estos programas y dos que menos le gustaron.</p> <p>¿Cuál fue su experiencia con las sub-donaciones o acuerdos de colaboración?</p> <p>¿Recibe mejor servicios de esta institución? (para redes)</p> <p><b>Encuesta (preguntas adicionales a las anteriores)</b></p> <p>¿El apoyo recibido fue relevante para lograr los objetivos y resultados planteados?</p> <p>¿El apoyo recibido fue efectivo para lograr los objetivos y resultados planteados?</p> <p>¿Está su organización plenamente satisfecha con el apoyo recibido?</p> <p>En términos de magnitud o intensidad ¿cómo califica el apoyo recibido?</p> <p>Muy significativo_____ Regular_____ Marginal_____</p> <p>Si la respuesta es positiva, brevemente mencione cuáles son e indique si estos son sostenibles</p>

Key Evaluation Questions	Data Collection Questions
2.2 Are there changes in focus that should be made under any future civil society assistance	<p>¿Si tuviera usted la posibilidad de ajustar/mejorar estos proyectos que cambios haría?</p> <p>¿Qué preferiría, un apoyo directo de USAID o el apoyo a través de organizaciones norteamericanas?</p> <p>Con relación al aspecto de sostenibilidad financiera, ¿qué tipo de programa sería útil para su organización?</p>
3. How effectively have these programs coordinated with USAID or other donor programs to achieve overall strategic objectives?	<p>¿Las acciones de apoyo recibidas fueron coordinadas con algún otro programa o financiador/donante? Si la respuesta es positiva, indique brevemente cuáles fueron los resultados de esa coordinación.</p> <p>Que otros programas o sectores de USAID participaron en estos proyectos (salud, desarrollo economico)? ¿Cuales fueron los resultados de la participación?</p> <p>De que forma se coordino con otros donantes y/o representantes de la cooperación y/o ONGs internacionales?</p>
4. How did the civil society partners and beneficiaries of these programs interact with the broader political and governmental environment? And how were they affected by it?	<p>¿Cómo interactúa su organización con el actual contexto político, económico y social? ¿Qué efecto tuvo esa interacción? ¿Qué oportunidades ve usted?</p> <p><b>Encuesta (preguntas adicionales a las anteriores)</b></p> <p>Bajo el actual ambiente político, social y económico, ¿qué oportunidades y/o amenazas ve usted? ¿En qué forma afecta a su organización?</p>
5. Should the Mission design and implement a similar future program (or programs) to the activities being evaluated?	<p><b>Encuesta (preguntas adicionales a las anteriores)</b></p> <p>Su organización considera que en el futuro es conveniente diseñarse e implementarse un proyecto similar al que está siendo evaluado?</p>

Key Evaluation Questions	Data Collection Questions
	Si la respuesta es positiva, ¿qué cambios recomendaría su organización para ese proyecto de asistencia futura a las Organizaciones de la Sociedad Civil? Si es negativa, favor explique su respuesta.
5.1 What are the strengths and weaknesses of these programs?	<p>Recordando todo lo que paso durante el programa, ¿en qué momento se sintió más orgulloso de su trabajo y por qué?</p> <p>Por favor mencione dos de los mejores aspectos/ características/ componentes de estos dos programas y dos que menos le gustaron.</p> <p>¿Qué procesos de selección y criterios se dieron para la participación de las organizaciones en los programas?</p> <p>¿Qué tipo de compromisos se hicieron entre el programa y las organizaciones seleccionadas? MOU?</p> <p><b>Encuesta (preguntas adicionales a las anteriores)</b></p> <p>¿Qué debilidades y fortalezas detecta en el apoyo recibido por su organización y cómo cree que podrían ser mejoradas?</p>
5.2 How can they be improved?	<p>¿Si tuviera usted la posibilidad de ajustar/mejorar estas actividades que cambios haría?</p> <p>¿Qué lecciones aprendidas identifica usted de esta experiencia?</p> <p><b>Encuesta (preguntas adicionales a las anteriores)</b></p> <p>¿Su organización considera que en el futuro debería diseñarse e implementarse un proyecto similar al que está siendo evaluado?</p> <p>Si la respuesta es positiva, ¿qué cambios recomendaría su organización para ese proyecto de asistencia futura a las Organizaciones de la Sociedad Civil? Si es negativa, favor explique su respuesta.</p>
6. How has reduction or withdrawal of donor assistance impacted civil society?	<p><b>Encuesta (preguntas adicionales a las anteriores)</b></p> <p>¿Está la reducción de fondos y el retiro de los donantes impactando las organizaciones de la sociedad civil? ¿De qué forma?</p>

<b>Key Evaluation Questions</b>	<b>Data Collection Questions</b>
7. How did the different roles and status of women and men within the community, political sphere, workplace, and household (for example, roles in decision-making and different access to and control over resources and services) affect the work that was undertaken?	<p>¿Tiene su organización una política de género?</p> <p>¿Hay obstáculos para la participación de la mujer dentro y fuera de las OSC?</p> <p><b>Encuesta (preguntas adicionales a las anteriores)</b></p> <p>¿Hasta qué punto se consideraron aspectos de género en el proyecto que apoyó a su organización?</p>
8. How did the anticipated results of the work affect women and men differently?	<p>¿Hasta qué punto impactaron estas actividades de forma diferenciada a las mujeres y a los hombres?</p>

## Annex 3 – Data Collection Tools - Guided questions for interviews with CSOs and Survey

### A. Interview Guide 1 – Partner Civil Society Organizations

**Organización** \_\_\_\_\_

**Entrevistado (Nombre y Título)**

---

**Fecha** \_\_\_\_\_ **Entrevistador/a** \_\_\_\_\_

1. ¿Cuál considera usted que es el estado actual de la sociedad civil nicaragüense?
2. ¿De qué forma se agrupan la sociedad civil nicaragüense? ¿Hay grupos de organizaciones que considera de especial importancia para Nicaragua?
3. ¿Qué necesidades tienen en estos momentos las organizaciones de la sociedad civil a) a su interior y en relación con el medio en que se desempeña?  
b)¿Individualmente y como colectivo?
4. En relación con las necesidades que usted nombra, ¿hasta qué punto responden estos dos programas a estas necesidades?
5. ¿Cuál es la prioridad más grande de su organización?
6. Empezando del uno a cinco, siendo 1 lo más bajo y 5 la **prioridad** más alta, ¿qué prioridad tiene para su organización el fortalecimiento institucional?
7. Empezando del uno a cinco, siendo 1 lo más bajo y 5 la **importancia** más alta, ¿qué importancia tiene para su organización el fortalecimiento institucional?
8. Explíquenos por favor su calificación
9. En una potencial ayuda futura a las OSC ¿cuáles deberían ser las aéreas y/o componentes de mayor énfasis? ¿La estrategia?
10. ¿Han habido cambios en su institución que son resultado directo de la participación en estas actividades? (por proyecto)

11. En referencia a estos cambios, ¿piensa usted que se pueden mantener vigentes a través del tiempo? ¿Quién/es han impulsado los cambios dentro de su organización?
12. ¿De qué forma han impactado estos proyectos en la sostenibilidad de su organización?
13. Por favor mencione dos de las mejores características/componentes de cada uno de estos programas y dos que menos le gustaron.
14. ¿Cuál fue su experiencia con las sub-donaciones o acuerdos de colaboración?
15. ¿Recibe mejor servicios de esta institución? (para redes)
16. ¿Si tuviera usted la posibilidad de ajustar/mejorar estos proyectos que cambios haría? ¿Qué preferiría, un apoyo directo de USAID o el apoyo a través de organizaciones norteamericanas?
17. Con relación al aspecto de sostenibilidad financiera, ¿qué tipo de programa sería útil para su organización?
18. ¿Cómo interactúa su organización con el actual contexto político, económico y social? ¿Qué efecto tuvo esa interacción? Bajo este ambiente ¿qué oportunidades ve usted?
19. Recordando todo lo que paso durante el programa, ¿en qué momento se sintió más orgulloso de su trabajo y por qué?
20. ¿Qué lecciones aprendidas identifica de esta experiencia?
21. ¿Hay obstáculos para la participación de la mujer dentro y fuera de las OSC?
22. ¿Hasta qué punto impactaron estas actividades de forma diferenciada a las mujeres y a los hombres?
23. ¿Tiene su organización una política de género?
24. ¿Tiene algo más que agregar?

## B. Survey – Partner Civil Society Organizations

### Encuesta a las Organizaciones de la Sociedad Civil participantes

A solicitud de la USAID, estamos realizando la evaluación final de los proyectos **Programa de Desarrollo de Capacidades Institucionales y Proyecto de Fortalecimiento Institucional**, financiados por esta organización para fortalecer a las Organizaciones de la Sociedad Civil de Nicaragua, en la(s) que su organización participó. Con este fin solicitamos su opinión sobre los logros, impactos, fortalezas y aciertos, así como sobre las dificultades y debilidades que se han presentado durante la ejecución de estos proyectos en su organización. Le agradecemos mucho su cooperación respondiendo a las preguntas que le haremos a continuación. Le informamos que su participación en esta encuesta es voluntaria y que la información que usted nos brinde será mantenida como confidencial. No se harán citas sobre su persona u la organización para la cual trabaja.

#### Datos generales

Fecha de la encuesta: \_\_\_\_\_

1. Nombre de la organización \_\_\_\_\_

2. Nombre de la persona entrevistada: \_\_\_\_\_

3. Nombre del departamento: \_\_\_\_\_

4. Nombre del municipio: \_\_\_\_\_

5. Cargo dentro de la organización \_\_\_\_\_

6. Sexo: Hombre                       Mujer

7. Organización de la cual recibió el apoyo: \_\_\_\_\_

**1. Valoración de la relevancia, eficacia y satisfacción (marque con una x donde corresponda):**

1. Tipo de apoyo recibido	Si	No	En los casos en que haya recibido apoyo conteste las preguntas 1.1, 1.2, y 1.3 marcando una X donde corresponda									¿Tiene algún comentario respecto a lo señalado en cada una de las líneas?
			1.1 ¿El apoyo recibido fue relevante a las necesidades organización?			1.2 ¿El apoyo recibido fue efectivo para lograr los objetivos y resultados planteados?			1.3 ¿Está su organización plenamente satisfecha con el apoyo recibido?			
			Si	No	A medias	Si	No	A medias	Si	No	A medias	
a. Fortalecimiento de las capacidades de su organización <b>para un mejor gobierno</b>												
b. Proveer o mejorar la capacidad para <b>establecer planes estratégicos</b> en la organización												
c. Reorganización de las <b>estructuras y prácticas de gestión</b>												
d. Desarrollo de estrategias de <b>comunicación</b> eficaces												
e. Desarrollo de <b>programas de formación</b> para las juntas directivas y los equipos técnicos												
f. Diagnostico Institucional												
g. Desarrollo de estrategias de sostenibilidad:												
h. Otro: (especificar):												

2. En términos de magnitud o intensidad ¿cómo califica el apoyo recibido?  
 Muy significativo \_\_\_\_\_ Regular \_\_\_\_\_ Marginal \_\_\_\_\_

3. ¿Quién/es han impulsado los cambios dentro de su organización? (Marque todos los que sean apropiados).  
 \_\_\_Presidencia/Gerencia \_\_\_Junta Directiva \_\_\_Unidad Técnica  
 \_\_\_Consultores Externos \_\_\_Beneficiarios de su organización \_\_\_Otros\_\_\_\_\_

4. ¿El apoyo recibido ha generado cambios dentro de su organización?  
 Si \_\_\_\_\_ No \_\_\_\_\_

5. Si la respuesta es positiva, brevemente mencione cuáles son e indique si estos son sostenibles

Cambios generados	¿Se pueden mantener en el futuro? ¿Han impactado estos cambios en la sostenibilidad de su organización?
•	•
•	•
•	•
•	•

6. ¿Las acciones de apoyo recibidas fueron coordinadas con algún otro programa o donante ?  
 Si \_\_\_ No \_\_\_

7. Si la respuesta es positiva, indique brevemente cuáles fueron los resultados de esa coordinación

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8. Bajo el actual ambiente político, social y económico, ¿qué oportunidades y/o amenazas ve usted? ¿En qué forma afecta a su organización?

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9. ¿Qué debilidades y fortalezas detecta en el apoyo recibido por su organización y cómo cree que podrían ser mejoradas?

	<b>Escriba las más importantes</b>	<b>¿Cómo podrían ser mejoradas?</b>
<b>Fortalezas</b>	•	•
	•	•
	•	•
<b>Debilidades</b>	•	•
	•	•
	•	•

10. ¿Su organización considera que en el futuro es conveniente diseñarse e implementarse un proyecto similar al que está siendo evaluado?  
Si \_\_\_ No \_\_\_

11. Si la respuesta es positiva, ¿qué cambios recomendaría su organización para ese proyecto de asistencia futura a las Organizaciones de la Sociedad Civil? Si es negativa, favor explique su respuesta.

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12. En una potencial ayuda futura a las OSC ¿cuáles deberían ser los énfasis?

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13. ¿Qué preferiría, un apoyo directo de USAID o el apoyo a través de organizaciones norteamericanas?

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14. ¿Qué lecciones aprendidas identifica usted de esta experiencia?

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15. ¿Está la reducción de fondos y el retiro de los donantes impactando las organizaciones de la sociedad civil? SI\_\_\_NO\_\_\_

16. ¿De qué forma?

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17. ¿Hasta qué punto se consideraron aspectos de género en el proyecto que apoyó a su organización?

Mucho \_\_\_\_\_ Algo \_\_\_\_\_ Muy poco o nada \_\_\_\_\_

18. ¿Existen obstáculos para la participación de la mujer dentro y/o fuera de las OSC?

Si \_\_\_\_\_ No \_\_\_\_\_

Favor explique su respuesta

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19. ¿Tiene algo más que agregar?

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***Muchas gracias por su colaboración.***

## Annex 4 – Evaluation Team: Responsibilities and CVs

Activity	Responsibility/ Participation	Description
<b>A. Evaluation Planning and Design</b>	<b>Joint</b>	
Evaluation Planning	Joint	Both consultants will work on the planning of the evaluation
Evaluation Design and Methodology	US Expert	US Expert will lead the methodological design with inputs of the local consultant. This will be done in consultation with the DG Technical Team
<b>B. Field Visit - US Consultant in Nicaragua</b>		
Evaluation design and work plan submitted to USAID	US Expert	US Expert submits plan for approval
Data Collection	Joint	<p>The data collection tools will be designed by both consultants depending of their expertise. Final approval will be by the US Expert.</p> <p>Sampling methodologies will be decided by US expert in collaboration with DG Technical Team. The local expert will be responsible for logistics and assuring that interviews are well planned. Local expert will also lead the identification of CS leaders, opinion makers and comparative CSO. Selection of these will be done jointly, in collaboration with DG Team</p> <p>US Expert will focus on organizations that participated in the <i>World Learning</i> project</p>
USAID Briefing - Midpoint Conference	US Expert	US Expert will prepare the briefing presentation in coordination with Local Expert. Both will contribute inputs for this presentation.
Focus Groups	Joint	Both Consultants will participate in the preparation of the focus groups. The Local Expert will lead those in the FHI program and the US Expert those with the <i>World Learning</i> organizations.
Case Studies	Local Expert	<p>The case studies will be structured and planned jointly, but the Local Expert will be responsible for the product.</p> <p>This will be reviewed and have inputs from the US</p>

Activity	Responsibility/ Participation	Description
		Expert. Final Case Studies will be approved by US Expert
Stakeholder meeting	Joint	The Local Expert will serve as facilitator for the meeting that will be planned by both.
Present major findings to USAID	US Expert	The US Expert will present the major findings to USAID. The presentation will be jointly prepared, with substantial inputs from Local Expert.
<b>C. Final Evaluation Report</b>	<b>Joint</b>	<b>US Expert will have final approval. Inputs from both US and Local Experts</b>
Draft evaluation reports & submit	Joint	Both Experts will provide inputs to reports, will exchange views and opinions, edit and review document. US Expert will be responsible for final content.
USAID Review and feedback		
Final Reports	Joint	Both Experts will provide inputs to reports, will exchange views and opinions, edit and review document. US Expert will be responsible for final content.

### Evaluation Team CVs

Team Leader and International Expert Anabella Bruch and Local Expert Raul Fajardo formed the Evaluation Team. Their CVs are found below:

**ANABELLA BRUCH**  
6185 Kawaihau Rd. Kapaa, HI 96746  
Tel. 301-523-5711    [abruch@gmail.com](mailto:abruch@gmail.com)

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**KEY QUALIFICATIONS:**

Ms. Bruch is a seasoned international development professional with 25 years of experience working in Latin America and the Caribbean on projects funded by USAID, US Department of State, US Department of Labor, IDB and various NGOs and private organizations. She has extensive experience designing and leading M&E projects and in providing M&E training. Ms. Bruch has excellent management capabilities and technical knowledge in civil society, democracy and governance, organizational development and youth programming. She has extensive experience in small grants management, NGO management, developing networks, and participant training.

Currently, Ms. Bruch is working for Knowledge Pathways as Principle where she provides technical services in the areas of evaluation of democracy and governance programs, network development, citizen participation and civil society capacity building, NGO management and program design and implementation to USAID missions, NGOs and private organizations in the US and Latin America. In this role, she conducted mid-term evaluation of civil society strengthening programs for USAID/Nicaragua and led the final evaluation of the PEER project, a civil society program funded by USAID in Honduras for ICNL. Ms. Bruch is also the Executive Director for Partners for Sustainable Development where she works to expand opportunities for youth, women and underserved populations by mobilizing the private sector and building public-private partnerships. As Vice President for Field Operations in May 2007 to March 2010 for Partners of the Americas, she supervised all programs implemented from the field, which included all monitoring and evaluation activities. She also designed and led evaluations for civil society, youth and agricultural programs and provided training in monitoring and evaluation to field staff.

Ms. Bruch has demonstrated analytic capabilities and exceptional verbal and written communication skills in English and Spanish. She holds a Master of Science in Development Management from American University and a Bachelor of Arts in Economics and Latin American Studies from the University of North Carolina, Chapel Hill. In addition to her native proficiency in English and Spanish, Ms. Bruch has basic language abilities in French and Portuguese.

**EDUCATION:**

Master of Science, Development Management, American University, 1987  
Bachelor of Arts, Economics and Latin American Studies, University of North Carolina, Chapel Hill, 1981

**LANGUAGES:** English (native), Spanish (native), French (basic), Portuguese (basic)

## **PROFESSIONAL EXPERIENCE:**

**July 2010-Present, Executive Director, Partners for Sustainable Development, Arlington, VA.** PSD's mission is to work in partnership with the poor, youth, women and communications recovering from natural or man-made disasters to fulfill their aspirations for increased opportunities, income, recognition, inclusion and social justice. By mobilizing the private sector as an engine for economic growth, using the best available methodologies and tools and creating effective linkages, contributed to economic growth and decent work for vulnerable groups worldwide.

**March 2010-Present, Principal, Knowledge Pathways, Bethesda, MD.** Provide technical services in the areas of evaluation of democracy and governance program, network development, citizen participation and civil society capacity building, NGO management, program design and implementation. Conducted mid-term evaluation of civil society strengthening programs for USAID/Nicaragua. The evaluation purpose was to provide needed information and analysis that would allow USAID to make management decisions about how to best support civil society in a changing and difficult political environment. Evaluation design included: document review of program documents, literature and studies on civil society; 62 interviews with civil society organizations, key informants and civil society leaders, sample comparison organizations that did not receive assistance; and group discussions to identify lessons learned and recommendations using an appreciative inquiry methodology.

Led the final evaluation of the PEER project, a civil society program funded by USAID in Honduras for ICNL. Led the Lessons Learned report for Partners of the Americas on the *Participation and Justice Network* and *Citizens Working for Justice Program*.

**May 2007-March 2010, Vice President of Field Operations, Partners of the Americas, Washington, D.C.** Oversaw Latin American programs, including civil society participation, election monitoring, justice reform and agriculture, and at-risk youth programs. Held coordination meetings at the national and local government level, with NGOs and CSOs, and other international donors. Led the design and implementation of midterm and final evaluations for all field programs, including programs in Bolivia, Brazil, Ecuador, Jamaica, Haiti, Guyana, Colombia and Guatemala. Prepared presentations based on lessons learned and provided recommendations. Worked closely with donors and specialized monitoring and evaluation firms to develop complex M&E systems. Supervised and trained field and DC staff on M&E methodologies, including civil society, at-risk youth, and democracy programs. Led an organization-wide training process to increase awareness and skills in M&E.

An example of Ms. Bruch's program management success is the *Citizens Working for Justice* program in Bolivia, which was implemented with USAID/Bolivia support from 2002 to 2010 under her direction and oversight. This program highlighted the power of building civil society networks to bring about change, especially in the area of access to justice and democratic processes and the results that can be achieved when civil society is organized. Through this program, the *Citizen Participation and Justice Network (Red Participación y Justicia)* was created, which grew to include over 100 organizations and became an independent, legally conformed Bolivian NGO, specializing in access to justice. To achieve this, the program brought together existing Bolivian civil society organizations that were working in, or had an interest in justice related issues. By applying tested methodologies and carefully navigating the difficult political environment, the program built their capacity to support, advocate for, and educate the public regarding justice reform and helped them work together to increase their impact and competence.

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Today the Network is recognized as a legitimate, professional and capable organization in the area of

justice. Liliana Ayalde, Mission Director at the time, frequently highlighted the program as one of its most successful ones in her portfolio and USAID contracts office referred to it as a “Swiss watch” for its timeliness and accuracy in complying with reporting and financial requirements.

In the area of at-risk youth, Ms. Bruch supported the design of and was responsible for supervising of an award-winning at-risk youth program in Brazil, Colombia, Ecuador and Uruguay: *A Ganar*. This program started out with support from the IADB and has attracted additional funding from private donors and USAID due to its innovative design and success of engaging at-risk youth in vocational training and support networks. In Brazil, Ms. Bruch supported the design and implementation of a girl’s only model of A Ganar which has been adapted to meet the special needs of young at-risk women with funding from the Nike Foundations. It has attracted local support and funding, provided young women with new opportunities for their future, and provided a model for others to learn from. Ms. Bruch worked closely with program staff, assured quality of program, engaged donors and potential supporters, and led the design of the M&E component for the program.

In addition to program management responsibilities, Ms. Bruch led the project design and proposal preparation for civil society, youth, child labor and environmental programs and was responsible for designing all M&E components. Responsible for all Field Operations and donor relations, including USAID, US Department of Labor, US DOS, Nike Foundation and IDB. Supervised all COPs in the region to assure programs met targets and donor expectations.

**December 2001-April 2007, Vice President for Programs, Partners of the Americas, Washington, D.C.** Oversaw Partners program portfolio to assure program objectives were achieved and compliance with US government procedures and regulations. Developed and oversaw program M&E systems. Trained staff and NGO members on program management and monitoring and evaluation, including appreciative inquiry methodology. Supervised small grants program in the civil society programs implemented throughout the Americas, including review of project design, organizational capacity needs and monitoring and evaluation plans. Assured high quality of Partners’ programs and timeliness of implementation and all reporting. Promoted and sought synergies and collaboration across programs to improve impact and results.

**December 1992-November 2001, Director, Farmer to Farmer, Partners of the Americas, Washington, D.C.** Served as Chief of Party to the Farmer to Farmer program in 14 countries in the Americas. Directed, managed and implemented the Dairy Development Program in Guyana. Developed all monitoring and evaluation systems and trained staff and volunteers in the logical framework, participative evaluation, and other evaluation methodologies. Assessed technical assistance needs of grass roots organizations and assisted in the identification of appropriate technical experts to meet them. Local organization capacity building was a priority throughout program and provided strategic planning, needs assessment and coaching to participating organizations. Managed volunteers in the implementation of technical assistance programs in Latin America. Developed and implemented agricultural program for Rural Women in the Americas that resulted in significant productivity and income increases.

February 1992-December 1992, Assistant Director, Farmer to Farmer, Partners of the Americas, Washington, D.C. Monitored program implementation in three South American countries. Designed and implemented the Women in Development program component of the FTF Program as well as the volunteer training program and evaluation systems. Designed a sub-

grants mechanism to involve small women organizations in the program. Emphasis on organizational development of local organizations.

**April 1991 to February 1992, Program Coordinator, Nicaraguan Peace Scholarship Program, Georgetown University, Washington, D.C.** Helped design and oversee implementation of a participant training pilot program for disadvantaged Nicaraguan youth; annual work plans, execution and administration of sub-agreements with colleges. Oversight of participant recruitment, pre-departure and final orientation, participant tracking and follow through. Designed and implemented evaluation component.

**February 1989-April 1991, Program Officer, Central American and Caribbean Scholarship Program, Georgetown University, Washington, D.C.** Managed all components of the CASS program at six community colleges in the U.S. Evaluated and monitored academic and technical training programs for 210 scholars. Monitored and provided technical assistance to colleges in their CASS budgets. Assisted in designing and completing a systematic evaluation of community colleges. Participated in all aspects of participant recruiting, orientation, monitoring and support.

**May 1987-September 1988, Coordinator, Immigrant Women's Income Generating Project, The Family Place, Washington, D.C.** Revitalized small enterprise project for low-income urban women in spite of minimal funds. Identified, designed, and created a new product for which markets were researched and developed. Prepared grant proposals and organizing self-funding activities.

**July 1982-November 1982, Economist, Centro Centro para el Desarrollo-Económico y Social, La Paz, Bolivia.** Contributed to the implementation of a consumer cooperative evaluation project. Conducted workshops to develop community leadership skills. Audited group of consumer cooperatives, analyzed results and recommended changes.

## **Raúl E. Fajardo**

### **Resumé**

General Manager of "Management Coaching & Consulting Group" (mc<sup>2</sup> Group), the most reputed consultancy firm in Nicaragua in the cooperation for development field.

**Expertise fields:** Project identification, design, implementation, monitoring, evaluation and systematization, Strategic Planning, Results Based Management, Training Needs Assessment, Design of Monitoring and Evaluation Systems in projects, Training Promotion, Small and Medium Enterprises, Professional Training, and other related fields

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#### **STUDIES AND TITLES:**

- |             |   |   |                                    |
|-------------|---|---|------------------------------------|
| 1962 - 1966 | : | Universidad Nacional de Ingeniería. Lima, Perú: | Degree: Industrial Engineer        |
| 1968 - 1970 | : | Ohio State University, U.S.A:                   | Degree: Master of Sciences (M.Sc.) |
| 1970 - 1973 | : | Ohio State University, U.S.A:                   | Degree: Dr. of Philosophy (Ph.D.)  |

#### **OTHER STUDIES:**

Participation in courses, seminars, workshops and internships in issues related to Innovation, Science and Technology, Small Enterprise, Professional and Technical Training, Leadership, Planning, Project Cycle Management, Cooperation Projects Management and topics related, in the following countries: France, Switzerland, Bulgaria, USA, Japan, India, Brazil, Italy, Ecuador, Germany, Spain, Costa Rica and Peru. (In total more than 30 seminars).

#### **MAIN POSITIONS IN THE LAST 20 YEARS:**

- |             |   |  |
|-------------|---|--|
| 1978 - 1980 | : | Technical Manager, Helitubca - Venezuela (Private Enterprise)          |
| 1980 - 1982 | : | General Manager, Industrial Recycling Corp., Perú (Private Enterprise) |

- 1982 - 1985 : General Director, ITINTEC -Instituto de Investigación Tecnológica y de Normas Técnicas, Perú (Public Technological Development and Standards Institute - 600 employees).
- 1985 - 1989 : National Director, SENATI- Servicio Nacional de Adiestramiento en Trabajo Industrial, Perú (Public Industrial Training System - 1,200 employees)
- 1989 - 1991 : Executive Director, Instituto Tecnológico Superior - TECSUP, Perú (Private supported training institution - 180 employees).
- 1991 – 2000 : Chief Technical Adviser of the International Labour Organization (ILO) Projects: NIC/90/M01/NET, NIC/94/MO1/NET and NIC/97/MO1/NET – (Supporting Projects to the Technical and Professional Training in Nicaragua) (US\$10'000,000 in three projects).
- Since August 2000: General Manager “Management Coaching & Consulting Group” Managua, Nicaragua (International Consulting Company).

#### **PARTICIPATION IN CONGRESSES, COURSES AND CONFERENCES AS SPEAKER**

He has participated as speaker in several congresses, seminars and conferences related to the topics: Innovation, Creativity, Science and Technology, Research and Development, Small Enterprises, Technical and Professional Training, Leadership, Strategic Planning, Management, Cooperation Projects Management, and other topics in the following countries: Peru, India, Costa Rica, Nicaragua, South-Africa, Panama, Germany, Jamaica, Argentina, Uruguay, Honduras, Dominican Republic, United States of America and Brazil.

#### **SCHOLARSHIPS AND RECOGNITIONS:**

- Instituto Peruano de Fomento Educativo, scholarship 1964-66, Perú
- Universidad Nacional de Ingeniería, Scholarship from the Graduate School 1968-70.
- Arno Fiedler Fellowship 1970-72, USA
- Ohio State International Student Scholarship 1972-73, USA.
- “National Award of CONCYTEC - (Consejo de Ciencia y Tecnología del Perú) in Scientific and Technological Creativity" in 1988

#### **BOOKS AND PUBLICATIONS:**

- "Gestión y Desarrollo Tecnológico en la Pequeña Empresa Industrial" 1986. Fundación Adenauer - CINCEYT. Lima, Perú.
- "Mecanismos de Apoyo Tecnológico para la Pequeña Empresa Industrial" - Fund. Friedrich Ebert. 1987. Lima, Perú.
- "Educación y Capacitación Técnico Científica y su integración a la Producción" 1987. CONCYTEC. Lima, Perú.

- "El Aprendizaje Dual en la Unidad de Pisco-Ica del SENATI". Deutsche Stiftung fuer Internationale Entwicklug-Mannheim, Germany, 1989.
- "Lista de Chequeo para la Gestión Tecnológica en la Pequeña Empresa Industrial". Banco Industrial del Perú. Fundación Friedrich Ebert, 1988.
- "Glosario Descriptivo de Técnicas y Métodos Gerenciales". Competitividad Personal y Empresarial, 1997.

Additionally, he has contributed with articles in the following journals and newspapers:

- CINTERFOR Bulletin- Uruguay.
- Información Tecnológica - Perú.
- "El Comercio" - Perú.
- Formación Profesional y Desarrollo de Recursos Humanos - Perú.
- International Development Research Centre - Canadá.
- Revista INATEC - Nicaragua.
- "La Prensa" - Nicaragua.
- Boletín Informativo - San José ILO Office. Costa Rica.
- Management Review - American Management Association

#### **LANGUAGES:**

- Fluent in English and Spanish.
- Regular knowledge of German.

#### **MEMBERSHIPS:**

- Colegio de Ingenieros del Perú
- Founder Member of the Sociedad de Gestión Científica y Tecnológica
- Founder Member of the Fundación para la Ingeniería Nacional
- American Society for Training and Development (ASTD)
- International Vocational Education and Training Association (IVETA)
- American Management Association (AMA)
- American Vocational Association (AVA)
- World Future Society

## CONSULTANCIES PROVIDED BY THE CONSULTANT ON PROJECTS AND PROGRAMMES EVALUATION

No.	Mission	Place	Contractor	Date
1	Evaluación de Medio Término y de Impacto del Programa Fondo de Desarrollo Agropecuario (FondeAgro).	Jinotega y Matagalpa, Nicaragua	Embajada de Suecia – ASDI	Agosto 2006
2	Estudio de Impacto de Género del Programa Fondo de Desarrollo Agropecuario (FondeAgro).	Jinotega y Matagalpa, Nicaragua	Embajada de Suecia – ASDI	Julio – Sept. 2006
3	Estudio de Impacto/Efectos del Modelo de Cogestión Adaptativa de Cuencas promovido e implementado por el Programa Focuencias del CATIE y financiado por ASDI.	Nicaragua	Embajada de Suecia – ASDI	May. – Ago. 2010
4	Evaluación Final y de Impacto del Proyecto “Reestructuración, Fortalecimiento Institucional y Ampliación de la Cobertura Rural y Municipal de la Policía Nacional de Nicaragua 2002-2005”.	Nicaragua	Agencia Sueca para el Desarrollo ASDI – PN	Jul. – Sept. 2005
5	Evaluación de Impacto para la Medición del Empleo e Ingresos de Jóvenes y Adultos Egresados/as de los Cursos de Habilitación Laboral.	Nicaragua	Programa Educación de Jóvenes y Adultos del Ministerio de Educación.	May. – Jun. 2005
6	Evaluación de Impacto de la implementación de Cursos de Habilitación Laboral del Proyecto: Fortalecimiento del Sector Educativo (MECD – FOSED).	Madriz, Nicaragua	MECD – FOSED, financiado por PRRAC de la Unión Europea.	Sept. – Nov. 2005
7	Evaluación de Impacto del Proyecto “Auto-construcción de viviendas con bloques de cemento, en San Francisco, Municipio de Mozonte”, ejecutado por la Alcaldía y los beneficiarios directos, con apoyo del Programa de Desarrollo Integral de Asentamientos Humanos (PRODIAH) y el Proyecto Pro-Empleo de la OIT.	Nueva Segovia, Nicaragua	Proyecto Pro-Empleo OIT	Mayo 2006
8	Evaluación de Impacto del Proyecto “Auto-construcción de viviendas con bloques de cemento, en Santa Rita, Municipio de Dipilto, ejecutado por la Alcaldía y los beneficiarios directos, con el apoyo del Programa PRODIAH y	Nueva Segovia, Nicaragua	Proyecto Pro-Empleo OIT	Septiembre 2005

No.	Mission	Place	Contractor	Date
	Proyecto Pro-Empleo.			
9	Evaluación de Impacto del Proyecto “Auto-construcción de Módulos Húmedos con mano de obra intensiva y recursos locales, en San Fernando, Municipio de El Sauce”, ejecutado por beneficiarios directos, apoyado por el FISE y el Proyecto Pro-Empleo de la OIT.	Nueva Segovia, Nicaragua	Proyecto Pro-Empleo OIT	Marzo 2005
10	Evaluación de Impacto del Proyecto “Auto-construcción de Viviendas con Adobloques en San Pablo, municipio de Mozonte, Nueva Segovia, ejecutado por la Alcaldía, PRODIAH y el Programa Ayuda en Acción, con el apoyo del Proyecto Pro-Empleo de la OIT.	Nueva Segovia, Nicaragua	Proyecto Pro-Empleo OIT	Septiembre 2004
11	Evaluación de Impacto del Proyecto “Revestimiento de 1,100 metros lineales de Cauce en el Barrio Laura Sofía Olivas, Municipio de Ocotal”, ejecutado por la Alcaldía de Ocotal en coordinación con el Movimiento Comunal, con apoyo del Proyecto Pro-Empleo de la OIT.	Nueva Segovia, Nicaragua	Proyecto Pro-Empleo OIT	Abril 2004
12	Evaluación de Impactos Socioeconómicos del “Proyecto de Mejoramiento de Camino El Riño – Jocote, Municipio de Palacagüina – Madriz”, ejecutado por el Programa de Apoyo al Sector Transporte en la Región I, PAST–DANIDA, con el apoyo del Proyecto Pro-Empleo de la OIT.	Madriz, Nicaragua	Proyecto Pro-Empleo OIT	Marzo 2004
13	Evaluación de Impacto del Proyecto “Auto-construcción de viviendas de Pueblos Unidos, Ocotal”, ejecutado por la Alcaldía y beneficiarios directos con apoyo del Programa de Desarrollo Integral de Asentamientos Humanos (PRODIAH) y el Proyecto Pro Empleo de la OIT.	Nueva Segovia, Nicaragua	Proyecto Pro-Empleo OIT	Noviembre 2003
14	Evaluación de Impacto del “Proyecto de Abastecimiento Rural Mini-Acueducto de Agua Potable por Gravedad con mano de obra intensiva y recursos locales”, Comarca de Quisú Abajo y Zona # 5 del casco urbano, Mozonte – Nueva Segovia, ejecutado por beneficiarios directos, la Alcaldía y ENACAL – COSUDE.	Nueva Segovia, Nicaragua	Proyecto Pro-Empleo OIT	Enero 2003

No.	Mission	Place	Contractor	Date
15	Evaluación Final y de Impacto del Proyecto "Reactivación y Desarrollo Rural Sostenible en las Microcuencas de los Ríos Malacatoya en San José de los Remates y Grande de Matagalpa en Terrabona" (PROFINCA), ejecutado por CENADE.	Matagalpa y Boaco, Nicaragua	Winrock International	Jul. – Oct. 2002
16	Evaluación Final y de Impacto del Proyecto "Reactivación Agrícola para Pequeños Agricultores de Nueva Guinea", ejecutado por ADEC.	Nueva Guinea – RAAS, Nicaragua	Winrock International	Jul. – Oct. 2002
17	Evaluación Final y de Impacto del Proyecto "Rehabilitación Cafetalera dirigida a Pequeños y Medianos Productores en Técnicas de Producción Orgánica y/o Bajo Insumo", ejecutado por UNICAFÉ.	Matagalpa y Nueva Segovia, Nicaragua	Winrock International	Jul. – Oct. 2002
18	Evaluación Final y de Impacto del Proyecto "Desarrollo Agrocomercial de los Pequeños Productores de Productos No Tradicionales", ejecutado por APENN.	Matagalpa, Jinotega y Estelí, Nicaragua	Winrock International	Jul. – Oct. 2002
19	Evaluación Final y de Impacto del Proyecto "Mejoramiento del Nivel de Vida en los Municipios de San Fernando, Mozonte y Ciudad Antigua", ejecutado por CONNOR 3-80.	Nueva Segovia, Nicaragua	Winrock International	Jul. – Oct. 2002
20	Evaluación de Impacto para Sistematizar la Experiencia de la Formación Profesional Vinculada al Mundo Laboral.	Nicaragua	INATEC – OIT	Julio 2000
21	Evaluación de Impacto del Programa de Desarrollo ejecutado por la Fundación para la Autonomía y Desarrollo de la Costa Atlántica de Nicaragua – FADCANIC con el financiamiento de Ayuda en Acción.	Costa Atlántica de Nicaragua	FADCANIC, financiado por Ayuda en Acción	Octubre 1998
22	Evaluación del Diseño Organizativo, Contribución a la Reducción de la Pobreza y Aprendizaje de FondeAgro.	Nicaragua	Embajada de Suecia para Centroamérica	Nov. – Dic. 2010
23	Evaluación Final del Proyecto "Adecuación de los Servicios de Sanidad Agropecuaria y Forestal – PASSAF – MAGFOR", Contrato 1500 – SF/NI.	Nicaragua	Proyecto PASSAF – MAGFOR, financiado por el BID	Mayo 2011 – En Curso
24	Evaluación Final del "Programa para la Implementación de Métodos Alternos de	Nicaragua	Cámara de Comercio de	Feb. – Mar.

No.	Mission	Place	Contractor	Date
	Resolución de Conflictos Comerciales y Laborales”.		Nicaragua (CACONIC)	2011
25	Elaboración del Informe Final para la Evaluación 2004 – 2010 del Programa de Fortalecimiento al Desarrollo Rural y a la Reducción de la Pobreza en Boaco y Chontales (IDR – FOMEVIDAS).	Boaco y Chontales, Nicaragua	IDR – FOMEVIDAS con financiamiento de la Embajada de Finlandia	Nov. 2010 – Feb. 2011
26	Participación en la Misión de Revisión del Marco Lógico del Programa Agroambiental Mesoamericano (MAP).	Nicaragua	Embajada de Noruega	Noviembre 2010
27	Estudio de Chequeo de la Realidad (Reality Check) del Modelo de gestión Adaptativa de Cuencas Hidrográficas “Aguas Calientes” y “Jucuapa” en Nicaragua, “Copán” y “Río Soledad” en Honduras.	Matagalpa y Madriz (Nicaragua) Francisco de Morazán y Copán (Honduras)	Programa Focuecas II del CATIE, financiado por ASDI – Gobierno de Suecia	May. – Ago. 2010
28	Evaluación Final del Proyecto “Ampliación de la Cobertura de La Policía Nacional de Nicaragua para Fortalecer la Seguridad Ciudadana, Fase I”. Ejecutado por la Policía Nacional y Cofinanciado por el BCIE y PNUD.	Nicaragua	Policía Nacional, cofinanciado por el BCIE y el PNUD	Oct. – Nov. 2010
29	Evaluación del Programa de Mejoramiento de las Competencias para la Empleabilidad de Jóvenes en Nicaragua INATEC – Capacitación Laboral.	Nicaragua	Instituto Nacional Tecnológico (INATEC), financiado por COSUDE.	Jul. – Ago. 2010
30	Evaluación del Desempeño de la Ejecución del Convenio de Cooperación Técnica de la Programación y Priorización Sectorial del PND – ATN/SF – 9017 – NI.	Nicaragua	Ministerio de Hacienda y Crédito Público (MHCP), financiado por el BID.	May. – Jun. 2010
31	Evaluación Final del Programa de Desarrollo de Área – PDA “Chorotega”.	Granada y Masaya, Nicaragua	Visión Mundial Nicaragua	Ago. – Sept. 2009
32	Evaluación del Programa de Mejora de la Competitividad de las PYMES Forestales de Centroamérica.	Guatemala, Honduras y Nicaragua	CATIE – BID – FOMIN	Abr. – May. 2009
33	Evaluación del Desempeño Institucional de FUNICA 2001-2008 y Formulación del Plan Estratégico de FUNICA 2009-2015.	Nicaragua	FUNICA	Ene. – Jun. 2009
34	Evaluación del Proyecto de Tecnología Agrícola – PTA.	Nicaragua	Banco Mundial	Sept. – Nov. 2008

No.	Mission	Place	Contractor	Date
35	Evaluación del Sistema de Seguimiento, Evaluación y Aprendizaje del PRORURAL–SISEVA.	Nicaragua	Embajada de Noruega	Mayo 2008
36	Evaluación de la oferta y demanda de entrenamiento y capacitación existente en Haití para la introducción de la Herramienta Gerencial “Business Edge”, creada y desarrollada por IFC.	Haití	IFC – BM.	Feb. – May. 2008
37	Evaluación del Proyecto Abogacía e incidencia para la promoción y defensa de los derechos de la Niñez y la Adolescencia, Fase II”.	Nicaragua	Plan Nicaragua	Oct. 2007 – Feb. 2008
38	Evaluación de la Gestión Financiera Pública del Plan Nacional de Desarrollo Rural Productivo – PRORURAL. Solicitado por la Embajada de Suecia.	Nicaragua	Embajada de Suecia	Oct. – Nov. 2007
39	Evaluación de avances del PRORURAL. Asistencia a las Agencias del Fondo Común en su Apoyo al Programa Sectorial PRORURAL. Misión Conjunta. Oct. 2007	Nicaragua	Agencias Fondo Común PRORURAL (Suecia, Finlandia, Dinamarca, Suiza y Noruega)	Sept. – Oct. 2007
40	Evaluación Final del Programa para el Mejoramiento de las Encuestas y la Medición de Condiciones de Vida en la República de Nicaragua (MECOVI-2).	Nicaragua	INIDE, financiado por el BID y PNUD	Feb.– Abril 2007
41	Evaluación intermedia del Programa de Facilitadores Judiciales Rurales.	Boaco, Chontales, Madriz, Matagalpa, Nueva Segovia, Río San Juan, RAAS, RAAN	Embajada de Suecia – ASDI	Feb. – Abr. 2006
42	Evaluación intermedia del proyecto de Desarrollo de Área (PDA) “Diriangén”.	Carazo, Nicaragua	Visión Mundial Nicaragua	Oct. 2004 – Ene. 2005
43	Evaluación intermedia del proyecto de Desarrollo de Área (PDA) “Laguna de Apoyo”.	Granada, Nicaragua	Visión Mundial Nicaragua	Oct. 2004 – Ene. 2005
44	Evaluación intermedia del proyecto de Desarrollo de Área (PDA) “Mombacho”.	Granada, Nicaragua	Visión Mundial Nicaragua	Oct. 2004 Ene. 2005
45	Evaluación intermedia del proyecto de Desarrollo de Área (PDA) “Malacatoya”.	Granada, Nicaragua	Visión Mundial Nicaragua	Jul. – Oct. 2004
46	Evaluación intermedia del proyecto de Desarrollo de Área (PDA) “Chorotega”.	Masaya y Granada, Nic.	Visión Mundial Nicaragua	Jul. – Oct. 2004

No.	Mission	Place	Contractor	Date
47	Evaluación intermedia del proyecto de Desarrollo de Área (PDA) "Tenderi".	Masaya, Nicaragua	Visión Mundial Nicaragua	Jul. – Oct. 2004
48	Evaluación Intermedia del Proyecto de Desarrollo de Área (PDA) "Sacuanjoche".	Masaya, Nicaragua	Visión Mundial Nicaragua	Septiembre 2003
49	Evaluación intermedia del Programa de Desarrollo de Área (PDA) "Vidas".	Masaya, Nicaragua	Visión Mundial Nicaragua	Jun. – Sept. 2003
50	Evaluación intermedia del Programa de Desarrollo de Área (PDA) "Ticuantepe".	Managua, Nicaragua	Visión Mundial Nicaragua	Jun. – Sept. 2003
51	Evaluación intermedia del Programa de Desarrollo de Área (PDA) "Nicarao".	Masaya, Nicaragua	Visión Mundial Nicaragua	Jun. – Sept. 2003
52	Evaluación Componente de Capacitaciones Especiales del Programa APRENDE.	Managua, Carazo, Estelí, RAAN y RAAS	Programa APRENDE MECD – BM	Nov. 2002 Ene. 2003
53	Evaluación de término medio del Proyecto de Competitividad, Aprendizaje e Innovación (PROCOMPE)	Nicaragua	PROCOMPE – Banco Mundial	Agosto 2003
54	Evaluación del Proyecto Fomento de Microempresas, ejecutado por PRODESA.	Chontales, Nicaragua	Plan Nicaragua (Plan Internacional)	Jun. – Jul. 2002
55	Evaluación del Plan Operativo Anual 2001 y Formulación del Plan Operativo Anual 2002 del Programa de Apoyo al Sector Transporte de la Región I – DANIDA.	Estelí, Nicaragua	PAST-DANIDA.	2002
56	Identificación de problemas y debilidades del Proyecto PAST – DANIDA, así como para la Evaluación participativa de los avances del Proyecto, formulación participativa del Plan Anual 2001 e Identificación del Plan de Capacitación del personal del Proyecto.	Managua, Nicaragua	DANIDA	Febrero 2002
57	Evaluación Intermedia del Programa de Apoyo al Sector Transporte de la Región I.	Estelí, Nicaragua	PAST-DANIDA	Ene. – Feb. 2001
<b>WORKSHOPS FACILITATED BY THE CONSULTANT RELATED TO PROJECT Y PROGRAM EVALUATION</b>				
58	Seminario-Taller Evaluación de Proyectos y Programas con énfasis en la Evaluación de Impacto.	Managua, Nicaragua	Público en general	Cada año Del 2002 al 2008

No.	Mission	Place	Contractor	Date
59	Taller "Los Indicadores como Herramienta de Gestión de Proyectos".	Managua, Nicaragua	Público en general	Cada año Del 2001 al 2007
60	Facilitación del Taller para la Evaluación del Avance del Plan Operativo del Proyecto FODES-GTZ.	Managua, Nicaragua	Proyecto FODES-GTZ.	Noviembre 2002
61	Seminario-Taller "Gerencia Integral de Proyectos y Programas de Cooperación Técnica con énfasis en la Identificación de Indicadores y Diseño de Sistemas de Monitoreo".	Managua, Nicaragua	Público en general	Septiembre 2000

### **EXPERIENCE IN COOPERATION PROJECTS**

- He has been direct counterpart or has supervised projects as main executive of the cooperation counterpart institution in multiple cooperation projects, with: GTZ, DSE and Ministry of Technical Cooperation of Baden-Württemberg (Germany); Governments of France, Holland, Japan, Sweden, Canada, Andean Pact, Agencies of United Nations (UNDP, ONUDI, OMPI, ILO) and Agencies of Cooperation (AID, AECI, ASDI, JICA and SWISSCONTACT).
- He has participated in research oriented to the Diagnosis and Evaluation of International Technical Cooperation.
- He has identified and formulated 29 technical Cooperation projects.
- He has designed monitoring and evaluation systems for more than 21 projects and programs.
- He has participated and directed evaluation teams as Chief of the Evaluation Mission in 57 cooperation projects.
- He has directed multiple workshops for Projects Planning using the Logical Framework and the methodology ZOPP (Ziel Orientierte Projekt Planung).
- He has been lecturer of courses and workshops about the Methodology of Logical Framework; formulation of cooperation projects; Project Evaluation; Design of Monitoring and Evaluation Systems in Technical Cooperation projects, Project Sistematization, Strategic Planning, Techniques for the Executive and Organizational Efficiency and Effectiveness.
- He has been Chief Technical Adviser of 4 large projects of International Technical Cooperation (US\$10'000.000.) working with the International Labour Organization.
- Since August 2000, as general manager and senior consultant of Management Coaching & Consulting Group, he has been responsible of consultancy teams that have carried out over 280 consultancies and advisories in the field of Professional Training, Strategic Planning, Project design (LFA, ZOOP), Impact Evaluation, Results Based Management Training Needs Assessment, Design of Monitoring and Evaluation Systems in projects, Training

Promotion, Consultancy for the Small and Medium Enterprises and project formulation and other related fields. He has also acted as facilitator for many workshops, focus groups and task groups.

- He has conducted consultancies for the following cooperation and development organizations: KFW, GTZ, AECI, ASDI, DANIDA, NORAD, BID, BM, DFID, COSUDE, UNICEF, ONUDI, ILO, UNDP, OPS, OEI, OEA, PMA, Lux Development, IFC, SNV, Governments of Finland, Netherlands, Nicaragua, Honduras, Perú, EU. WBI, OXFAM GB, VECOMA.

## **CLIENTS**

### **Organismos**

- Agencia de Cooperación Financiera Alemana – KFW
- Agencia de Cooperación Técnica Alemana – GTZ
- Agencia Española de Cooperación Internacional (AECI)
- Agencia Sueca de Cooperación Internacional para el Desarrollo – ASDI
- Banco Interamericano de Desarrollo (BID)
- Banco Mundial (BM)
- Centro para la Promoción de la Micro y Pequeña Empresa en Centroamérica CENPROMYPE
- Congreso de la República de El Perú
- Department for International Development (DFID) Reino Unido
- Cooperación Suiza para el Desarrollo (COSUDE)
- Embajada de Finlandia
- Embajada de Suecia
- Embajada Real de los Países Bajos
- Fondo de las Naciones Unidas para la Infancia (UNICEF)
- Gran Ducado de Luxemburgo (Lux Development S.A.)
- International Finance Corporation (IFC) del Banco Mundial
- Organización de Estados Iberoamericanos (OEI)
- Organización de las Naciones Unidas para el Desarrollo Industrial (ONUDI)
- Organización Internacional del Trabajo (OIT)
- Organización Panamericana de la Salud (OPS)
- Programa Mundial de Alimentos (PMA)
- Programa CASAC del Sistema de Integración Centroamericana
- Programa de las Naciones Unidas para el Desarrollo (PNUD)
- Real Embajada de Dinamarca para Centroamérica (DANIDA)
- Real Embajada de Noruega (NORAD)
- Servicio Holandés de Cooperación al Desarrollo (SNV)
- Unión Europea (UE)
- World Bank Institute (WBI)

### **Organizaciones No Gubernamentales (ONG):**

- Alianza de Centros de Mujeres
- Alianza de Cooperativas Amerrizque
- Centro Cooperativo Sueco

- Centro de Acción y Apoyo al Desarrollo Rural (CENADE)
- Consorcio de Desarrollo Sostenible de Ticuantepe (CODESOS)
- CONOR 3-80
- Fundación León 2000
- Fundación para el Desarrollo Tecnológico Agropecuario y Forestal de Nicaragua (FUNICA)
- Federación Red NICASALUD
- OXFAM GB-Nicaragua
- Plan Internacional
- Visión Mundial Nicaragua
- Vredeseilanden (VECOMA – Bélgica)

#### **Instituciones y organismos de Gobierno:**

- Alcaldía de Managua
- Alcaldía de Matagalpa
- Alcaldía de Ticuantepe
- Banco Central de Nicaragua (BCN)
- Consejo Nacional de Ciencia y Tecnología – CONICYT
- Comisión Sectorial de Descentralización – CONADES
- Empresa Nacional de Transmisión Eléctrica (ENATREL)
- Instituto de la Pequeña y Mediana Empresa (INPYME)
- Instituto Nacional Tecnológico (INATEC)
- Instituto Nicaragüense de Turismo (INTUR)
- Instituto Nacional de Información para el Desarrollo (INIDE)
- Ministerio Agropecuario y Forestal (MAGFOR)
- Ministerio de Educación (MECD)
- Ministerio de Fomento, Industria y Comercio (MIFIC)
- Ministerio de Gobernación (MINGOB)
- Ministerio de Relaciones Exteriores (MINREX)
- Ministerio de Salud (MINSAL)
- Ministerio del Ambiente y los Recursos Naturales (MARENA)
- Policía Nacional (PN)
- Secretaría de Coordinación y Estrategia de la Presidencia – SETEC
- Unidad de Coordinación del Programa de Reforma y Modernización del Sector Público (UCRESEP)

#### **Asociaciones Gremiales y del Sector Privado:**

- Asociación de Desarrollo Económico Campesino de Nueva Guinea (ADEC)
- Asociación Nicaragüense de Productores y Exportadores de Productos No Tradicionales (APEN)
- Cámara de Industria de Nicaragua (CADIN)
- Cámara Nicaragüense de Turismo – CANTUR
- Cooperativa Multisectorial del Norte
- Unión de Productores de Nicaragua (UPANIC)
- WINROCK International
- Instituto Nicaragüense de Desarrollo (INDE)
- CHEMONICS Inc.
- Management Sciences for Health (MSH)

- Deutsche Energie Consult Ingenieurge-sellschaft mbH – decon · Intercooperation
- Latinoamericana de Vialidad S.A. – Honduras
- Instituto Nicaragüense de Desarrollo (INDE)

### **Programas y Proyectos:**

- Componente SETAC del Proyecto de Tecnología Agrícola
- Pro-Caribe
- Programa Ambiental Nicaragua–Finlandia (PANIF)
- Programa Business Edge para empresarios de la PYME - BM-IFC.
- Programa de Alfabetización y Educación Básica de Jóvenes y Adultos (PAEBANIC)
- Programa de Apoyo a la Implementación de la ERCERP (PROFODEM)
- Programa de Apoyo al PND
- Programa de Apoyo al Sector Ambiental de Nicaragua (PASMA – DANIDA)
- Programa de Apoyo al Sector Transporte (PAST)
- Programa de Apoyo Institucional Nicaragua (PAINIC)
- Programa de Competitividad (PROCOMPE)
- Programa de Desarrollo Local, S.A. (PRODELSA)
- Programa de Fomento de Servicios Financieros para la Pequeña Empresa y el Pequeño Productor (PROMIFIN)
- Programa de Inversiones Intensivas en Empleo de la OIT a la Secretaría de Obras Públicas, Transporte y Vivienda del Gobierno de Honduras (OIT)
- Programa de las Naciones Unidas para el Desarrollo (PNUD)
- Programa de Mejora de la competitividad de las PYMES forestales de Centroamérica (Guatemala-Honduras-Nicaragua). Solicitado por CATIE-BID-FOMIN.
- Programa de Mejoramiento de la Calidad de los Servicios de las PYME Turísticas
- Programa de Modernización del Sector Salud
- Programa de Promoción de Servicios Empresariales Sostenibles para la MIPYME
- Programa FOMEVIDAS
- Programa Fondo de Desarrollo Agropecuario (FondeAgro)
- Programa Nacional de Tecnología y Formación Técnica Agrícola del MAGFOR
- Programa para el Mejoramiento de las Encuestas y la Medición de Condiciones de Vida en la República de Nicaragua (MECOVI-2)
- Programa para el Mejoramiento de las Encuestas y la Medición de Condiciones de Vida en la República de Nicaragua (MECOVI-2),
- Programa para la Agricultura Sostenible en Laderas (PASOLAC)
- Programa para la Mujer (Pro-Mujer)
- Programa ProAmbiente – MARENA
- Programa Regional para la Reconstrucción de América Central de la Unión Europea (PRRAC-UE)
- Programa Sectorial de Desarrollo a la Micro, Pequeña y Mediana Empresa en Nicaragua (PROMIPYME)
- Programa Sectorial de Desarrollo Rural Productivo Sostenible (PRORURAL)
- Programas Zonales del SNV de Holanda en Nicaragua y Honduras
- Proyecto de Apoyo a la Formación Profesional en Hostelería y Turismo en Nicaragua
- Proyecto de Apoyo a la Innovación Tecnológica (PAIT – MIFIC)
- Programa de Mejora de la competitividad de las PYMES forestales de Centroamérica (Guatemala-Honduras-Nicaragua). (CATIE-BID-FOMIN)
- Proyecto de Desarrollo Rural y Ganadero (PRODEGA)

- Proyecto de Electrificación Rural para Zonas Aisladas (PERZA)
- Proyecto de Gerencia, Liderazgo y Sostenibilidad (PRONICASS – USAID)
- Proyecto de Tecnología Agrícola –(MAGFOR)
- Proyecto FODES-GTZ.
- Proyecto BID-FOMIN de Nicaragua
- Proyecto Fortalecimiento del Sector Educativo (FOSED – MECD)
- Proyecto Mejora y Ampliación del Sistema de Agua Potable y Alcantarillado Sanitario de Granada (KFW)
- Proyecto ONUDI – CADIN
- Proyecto para el Desarrollo Municipal (PRODEMU – DANIDA)
- Proyecto para la Conservación y el Uso Sostenible de los Recursos Naturales (PROCESOS)
- Proyecto PROMICRO – OIT
- Proyecto Promoción del Empleo (Pro-Empleo) OIT
- Proyecto PSTAC – BM
- Proyecto Regional PRODIAC – OIT
- Segundo Proyecto de Educación Básica (APRENDE)

## Annex 5 – Theory of Change Framework for ISP and HICD projects

### ISP

<p><b>Strategies</b></p> <ul style="list-style-type: none"> <li>• The Development Framework as a tool for institutional assessment and guidance</li> <li>• Provide customized technical assistance</li> <li>• Workshops</li> <li>• Grants in five areas of organizational capacity</li> <li>• Study Tours</li> </ul>	<p><b>Assumptions</b></p> <p>Political and legal environment permits the implementation of project activities</p>	
<p><b>Influential Factors</b></p> <ul style="list-style-type: none"> <li>• Reduction in international assistance from European and other donors</li> <li>• Presidential and municipal elections during project implementation</li> <li>• The development of CSOs was linked to political movements and tendencies.</li> </ul>	<p><b>Problem</b></p> <p>Civil society organizations in Nicaragua not performing at a desired institutional capacity level in a very difficult political and administrative operating environment. CSOs lack the ability to develop strategies with measurable goals, which threatens their effectiveness as lobbying and advocacy groups; weak organizational leadership; program interventions with poor results that engender a lack of confidence on the part of their constituencies; lack of local fundraising strategies; and poor management of relations and communication with their constituencies.</p> <p><b>Needs</b></p> <ul style="list-style-type: none"> <li>• Identify new strategies and innovative ways in which to become economically and institutionally sustainable</li> <li>• Become more efficient and transparent in their activities</li> <li>• Maintain their independence from the government, political parties and, in some cases, international donors.</li> <li>• Strengthen the alliances and CSO networks that work in municipal, national, and regional CSOs.</li> <li>• Increase the use of volunteers</li> </ul>	<p><b>Desired Results (outputs, outcomes, and impact)</b></p> <ul style="list-style-type: none"> <li>• The organization’s self-governance capacity strengthened</li> <li>• The organization’s ability to set a strategic plan developed</li> <li>• The organization’s management structure and practices are re-organized in order to be able to carry out a new strategy</li> <li>• An effective communication strategy developed</li> <li>• A training program designed and implemented</li> <li>• An assessment of opportunities within the non-formal civil society sector conducted</li> <li>• A training strategy for non-formal organizations, individuals and the media is developed.</li> <li>• A comprehensive strategy to stimulate synergy among the civil society formal and nonformal sectors is developed</li> <li>• Effective grants program created and managed to address strengthening need in the civil society sector</li> </ul>

## HICD Project

<p><b>Strategies</b></p> <ul style="list-style-type: none"> <li>• The HICD methodology</li> <li>• HICD services which included an assessment, technical assistance, training and/or study tours.</li> <li>• Partial HICD services which included technical assistance, training and/or study tours</li> <li>• Multi-partner training program – workshops in key areas</li> <li>• Exceptional requests to efficiently respond to needs of USAID Mission/its Partners.</li> </ul>		<p><b>Assumptions</b></p> <p>Political and legal environment permits the implementation of project activities</p>
<p><b>Influential Factors</b></p> <ul style="list-style-type: none"> <li>• Very difficult political and administrative operating environment</li> <li>• Reduction in international assistance from European and other donors</li> <li>• Presidential and municipal elections during project implementation</li> <li>• The development of CSOs was linked to political movements and tendencies</li> <li>•</li> </ul>	<p><b>Problem</b></p> <p>Civil society organizations in Nicaragua not performing at a desired institutional capacity level in a very difficult political and administrative operating environment.</p> <p>CSOs lack the ability to develop strategies with measurable goals, which threatens their effectiveness as lobbying and advocacy groups; weak organizational leadership; program interventions with poor results that engender a lack of confidence on the part of their constituencies; lack of local fundraising strategies; and poor management of relations and communication with their constituencies.</p>	<p><b>Desired Results (outputs, outcomes, and impact)</b></p> <ul style="list-style-type: none"> <li>• <b>Capacity and Performance</b> – The ability of partner CSOs to meet better the demands of their stakeholders, clients, and beneficiaries.</li> <li>• <b>Environment</b> – the ability of CSOs to operate within the legislative and regulatory framework, without undue burden placed upon them.</li> <li>• <b>Sustainability</b> – both in terms of financial and programmatic sustainability, the ability of partners to endure.</li> <li>• 23 CSOs strengthened that promote political participation and voter education (actual 24)</li> <li>• 30 Civil Society Organizations using USG Assistance to Improve Internal Organizational Capacity (actual 48)</li> <li>• 24 Civil Society Organizations that engage in advocacy and watchdog functions (actual 34)</li> <li>• 12 CSOs equipped with the skills to contribute to developing and advocating for proposals for an improved legal environment for CSOs (actual 15)</li> <li>• 20 Journalists Trained with USG Assistance (actual 54)</li> </ul>
	<p><b>Needs</b></p> <ul style="list-style-type: none"> <li>• Identify new strategies and innovative ways in which to become economically and institutionally sustainable</li> <li>• Become more efficient and transparent in their activities</li> <li>• Maintain their independence from the government, political parties and, in some cases, international donors.</li> <li>• Strengthen CSO alliances and networks at the municipal, national, and regional levels</li> </ul>	

	<ul style="list-style-type: none"><li>• Increase the use of volunteers</li></ul>	
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## Annex 6 – International Assistance - Nicaragua

Informe de Cooperación Oficial Externa I Semestre 2012

Cuadro 1

Recursos oficiales por destino, fuente y modalidad <sup>p/</sup>  
(millones de dólares)

	2007	2008	2009		2009	2010		2010	2011		2011	2012
			I	II		I	II		I	II		
<b>Recursos dirigidos al sector público</b>	<b>683.0</b>	<b>561.6</b>	<b>170.7</b>	<b>458.9</b>	<b>629.6</b>	<b>157.2</b>	<b>379.5</b>	<b>536.8</b>	<b>193.7</b>	<b>310.7</b>	<b>504.4</b>	<b>241.7</b>
Bilaterales	334.4	329.8	50.8	227.4	278.2	55.5	158.2	213.7	80.7	89.4	170.1	125.7
Multilaterales	348.6	231.9	119.9	231.6	351.4	101.8	221.3	323.1	113.0	221.3	334.3	116.1
<b>Recursos dirigidos al sector privado</b>	<b>368.9</b>	<b>685.4</b>	<b>303.8</b>	<b>198.0</b>	<b>501.8</b>	<b>478.9</b>	<b>329.2</b>	<b>808.0</b>	<b>378.2</b>	<b>527.9</b>	<b>906.1</b>	<b>429.1</b>
Bilaterales	225.7	457.3	218.0	148.4	366.5	408.5	234.4	642.9	356.3	391.4	747.7	350.1
Multilaterales	143.2	228.1	85.7	49.6	135.3	70.4	94.8	165.2	21.9	136.5	158.4	78.9
<b>Total por destino</b>	<b>1,051.9</b>	<b>1,247.0</b>	<b>474.5</b>	<b>656.9</b>	<b>1,131.4</b>	<b>636.1</b>	<b>708.7</b>	<b>1,344.8</b>	<b>571.8</b>	<b>838.6</b>	<b>1,410.4</b>	<b>670.8</b>
<b>Bilaterales</b>	<b>560.1</b>	<b>787.1</b>	<b>268.9</b>	<b>375.8</b>	<b>644.7</b>	<b>464.0</b>	<b>392.6</b>	<b>856.6</b>	<b>437.0</b>	<b>480.8</b>	<b>917.8</b>	<b>475.8</b>
Sector público	334.4	329.8	50.8	227.4	278.2	55.5	158.2	213.7	80.7	89.4	170.1	125.7
Sector privado	225.7	457.3	218.0	148.4	366.5	408.5	234.4	642.9	356.3	391.4	747.7	350.1
<b>Multilaterales</b>	<b>491.8</b>	<b>460.0</b>	<b>205.6</b>	<b>281.1</b>	<b>486.8</b>	<b>172.1</b>	<b>316.1</b>	<b>488.2</b>	<b>134.9</b>	<b>357.8</b>	<b>492.7</b>	<b>195.0</b>
Sector público	348.6	231.9	119.9	231.6	351.4	101.8	221.3	323.1	113.0	221.3	334.3	116.1
Sector privado	143.2	228.1	85.7	49.6	135.3	70.4	94.8	165.2	21.9	136.5	158.4	78.9
<b>Total por fuente</b>	<b>1,051.9</b>	<b>1,247.0</b>	<b>474.5</b>	<b>656.9</b>	<b>1,131.4</b>	<b>636.1</b>	<b>708.7</b>	<b>1,344.8</b>	<b>571.8</b>	<b>838.6</b>	<b>1,410.4</b>	<b>670.8</b>
<b>Donaciones</b>	<b>551.4</b>	<b>458.6</b>	<b>128.8</b>	<b>294.0</b>	<b>422.8</b>	<b>102.1</b>	<b>212.2</b>	<b>314.3</b>	<b>144.3</b>	<b>182.0</b>	<b>326.3</b>	<b>178.6</b>
Sector público	429.5	348.5	47.9	252.1	300.0	71.8	179.8	251.6	106.9	140.7	247.6	149.6
Sector privado	121.9	110.1	80.9	41.9	122.8	30.3	32.4	62.7	37.4	41.2	78.6	29.0
<b>Préstamos</b>	<b>500.5</b>	<b>788.4</b>	<b>345.7</b>	<b>363.0</b>	<b>708.6</b>	<b>534.0</b>	<b>496.5</b>	<b>1,030.5</b>	<b>427.6</b>	<b>656.6</b>	<b>1,084.2</b>	<b>492.2</b>
Sector público	253.5	213.1	122.8	206.8	329.6	85.4	199.7	285.1	86.8	170.0	256.7	92.1
Sector privado	247.0	575.3	222.8	156.1	379.0	448.6	296.8	745.4	340.8	486.7	827.5	400.1
<b>Total por modalidad</b>	<b>1,051.9</b>	<b>1,247.0</b>	<b>474.5</b>	<b>656.9</b>	<b>1,131.4</b>	<b>636.1</b>	<b>708.7</b>	<b>1,344.8</b>	<b>571.8</b>	<b>838.6</b>	<b>1,410.4</b>	<b>670.8</b>
Sector público	683.0	561.6	170.7	458.9	629.6	157.2	379.5	536.8	193.7	310.7	504.4	241.7
Donaciones	429.5	348.5	47.9	252.1	300.0	71.8	179.8	251.6	106.9	140.7	247.6	149.6
Préstamos	253.5	213.1	122.8	206.8	329.6	85.4	199.7	285.1	86.8	170.0	256.7	92.1
Sector privado	368.9	685.4	303.8	198.0	501.8	478.9	329.2	808.0	378.2	527.9	906.1	429.1
Donaciones	121.9	110.1	80.9	41.9	122.8	30.3	32.4	62.7	37.4	41.2	78.6	29.0
Préstamos	247.0	575.3	222.8	156.1	379.0	448.6	296.8	745.4	340.8	486.7	827.5	400.1

p/: preliminar

Fuente: BCN, MINREX, SIBOIF, comunidad cooperante y empresas privadas

Banco Central de Nicaragua

### International Assistance Report 1<sup>st</sup> Semester 2012 - Official Resources by purpose, source and type

**Anexo 5. Sector público: Donaciones por tipo de fuente**  
 (millones de dólares) <sup>p/</sup>

	2007	2008	2009	2010	I-Semestre 2011
<b>Bilaterales</b>	<b>296.0</b>	<b>283.0</b>	<b>236.7</b>	<b>182.5</b>	<b>79.7</b>
Alemania	18.7	16.2	18.6	16.6	5.5
Austria	3.7	2.5	5.1	2.1	3.5
Canadá	4.8	10.6	8.3	12.1	9.7
China - Taiwán	17.7	19.8	5.8	4.8	2.7
Corea del Sur	-	0.1	1.4	-	-
Dinamarca	33.3	32.6	20.1	18.7	4.1
España	9.8	12.9	74.4	37.2	-
Estados Unidos	40.5	41.8	22.8	18.3	6.5
Federación de Rusia	5.0	-	-	18.0	22.5
Finlandia	18.0	11.0	8.3	11.1	6.2
Gran Bretaña	3.7	4.8	-	0.3	0.3
Holanda	27.9	24.7	15.0	5.3	9.9
India	-	0.1	-	-	-
Irán	-	-	0.2	1.0	-
Islandia	-	1.3	1.0	0.7	-
Italia	4.1	-	0.1	1.2	0.0
Japón	20.7	45.2	16.3	10.4	0.6
Luxemburgo	7.5	10.3	8.5	9.1	3.4
Noruega	16.1	8.6	6.3	4.5	2.6
Suecia	30.2	23.8	16.9	2.2	-
Suiza	15.0	15.0	7.6	8.9	2.2
Venezuela	19.3	1.7	-	-	-
<b>Multilaterales</b>	<b>133.5</b>	<b>65.5</b>	<b>63.3</b>	<b>68.9</b>	<b>31.9</b>
Asociación Internacional de Fomento (AIF/BM)	32.5	-	0.7	10.2	8.1
Banco Interamericano de Desarrollo (BID)	0.6	0.7	1.0	3.1	1.2
Banco Centroamericano de Integración Económica (BCIE)	-	-	-	2.1	-
Conferencia de las Naciones Unidas sobre Comercio y Desarrollo (UNCTAD)	-	-	-	0.1	-
Fondo Común de Productos Básicos (FCPB)	-	-	-	-	0.1
Fondo de las Naciones Unidas para Actividades de Población (UNFPA)	4.0	5.0	5.7	8.0	1.1
Fondo de las Naciones Unidas para el Desarrollo de Capitalización (UNCDF)	-	-	0.1	-	-
Fondo de las Naciones Unidas para la Infancia (UNICEF)	6.2	5.6	6.7	8.0	6.0
Fondo Global para la Lucha contra el SIDA, la Tuberculosis y la Malaria (FGSTM)	2.0	4.5	1.9	6.2	-
Fondo Internacional de Desarrollo Agrícola (FIDA)	-	-	-	0.3	0.2
Fondo Mundial para el Medio Ambiente (GEF)	1.6	4.2	1.5	1.9	0.7
Organización de Estados Americanos (OEA)	-	-	0.1	-	0.3
Organización de las Naciones Unidas para el Desarrollo Industrial (ONUDI)	0.6	-	-	-	-
Organización de las Naciones Unidas para la Agricultura y la Alimentación (FAO)	1.0	1.9	0.5	1.9	1.9
Organización de las Naciones Unidas para la Educación, la Ciencia y la Cultura (UNESCO)	-	0.2	0.2	-	-
Organización Internacional para la Energía Atómica (OIEA)	0.6	0.1	-	-	-
Organización Internacional para las Migraciones (OIM)	-	-	-	0.1	-
Organización Panamericana de la Salud y Organización Mundial de la Salud (OPS / OMS)	3.8	4.2	1.1	4.7	1.8
Programa de las Naciones Unidas para el Desarrollo (PNUD)	4.7	4.5	7.3	7.9	0.3
Programa Mundial de Alimentos (PMA)	11.2	13.7	10.3	6.4	-
Unión Europea (UE)	64.7	20.9	26.2	8.1	10.2
<b>Total</b>	<b>429.5</b>	<b>348.5</b>	<b>300.0</b>	<b>251.5</b>	<b>111.6</b>

p/: preliminar

Fuente: MINREX y BCN

International Assistance Report 1<sup>st</sup> Semester 2012 – Public Sector by source

## Annex 7 – PMP Targets and Actual Results for ISP Project and Workplan Targets and Actual Results for HICD Project

### ISP Results by PMP Targets

Indicators by Result	Baseline	Target	Outcome
Result 1 Formal CSOs Boards of directors and executive directors with improved leadership functionality; CSOs in substantial compliance with domestic regulations	4 of 20	14 of 20	15 of 20
Result 1 for Emergent CSOs Completed request for Legislative Decree	0 of 10	4 of 10	4 of 10
Result 2 Formal CSOs Partner CSOs implementing strategic plans	5 of 20	15 of 20	17 of 20
Result 2 Emerging CSOs	0 of 10	5 of 10	6 of 10
Result 3 Formal CSOs Organizations with board-approved documents that contain Organizational structure, Descriptions of authority and responsibility, and Personnel policies and procedures	1 of 20	10 of 20	20 of 20
Result 3 Emerging CSOs Organizations with board-approved documents that contain Volunteer Manuals	0 of 20	4 of 20	4 of 20
Result 4 Formal CSOs Organizations that have a communications strategy that contains the following: Message development, Communications policy, Use of new media	1 of 20	12 of 20	18 of 20
Result 4 Emerging CSOs same as above	0 of 10	4 of 10	4 of 10
Result 5 - Training Programs for Boards of Directors and Technical Teams are Developed	118 training workshops		
Result 6 An Assessment of Opportunities within the Emerging Civil Society Sector, Civil Leaders, and Media is Conducted	Completed. 10 emerging CSOs selected		
Result 7 A Training Strategy for Non-formal Organizations	Strategy Completed. The strategy includes: Leadership Development , Strategic, Operations and Project Planning, Enhanced Skills in Operations Management (HR, Volunteer Financial and Facilities Management), and Expanded Awareness of Potential as CSOs in Coalition Alliance and Partnership Development, Public Policy Formulation and Reform and Increasing Transparency and Accountability		
Result 8 Number of CSOs that have worked together with at least two other CSOs in activities such as: Alliances, coalitions, and cooperation Joint programs	1 of 20	10 of 20	15 of 20

sponsorship			
Result 8 Emerging CSOs	2 Of 10	5 of 10	6 of 10
Result 9 Grants Program	Ten grant agreements signed in the first round and 18 in the second one		

### HICD byPMP Targets

Indicator	Target	Total
2.3.2-8 Number of local CSOs strengthened that promote political participation and voter education	23	24
2.4.1-1 Number of Civil Society Organizations using USG Assistance to Improve Internal Organizational Capacity	30	48
2.4.1-9 Number of USG Assisted Civil Society Organizations that engage in advocacy and watchdog functions	24	34
2.4.1-Custom - Number of CSOs equipped with the skills to contribute to developing and advocating for proposals for an improved legal environment for CSOs	12	15
2.4.2-2 Number of Journalists Trained with USG Assistance	20	54
2.4.2-2a Number of men	10	31
2.4.2-2b Number of women	10	23

## Annex 8 – List of Organizations in the HICD Multi-partner Training Program

### HICD Multi-partner Training Program.

There were 33 organizations selected to benefit from the Multi-partner Training program (MPT).

These were:

#### **Formal Organizations**

1. Asociación Civil Pro-Desarrollo de la Mujer de Masaya (ACPRODMUJER)
2. Asociación para la Sobrevivencia y el Desarrollo Local (ASODEL)
3. Centro de Investigación de la Comunicación (Cinco)
4. Comisión Permanente de Derechos Humanos (CPDH)
5. Foro Educativo Nicaragüense (EDUQUEMOS)
6. Fundación Nicaragua Nuestra (FNN)
7. Fundación Para el Desarrollo Social y Económico Rural (FUNDESER)
8. Grupo Cívico Ética y Transparencia (E y T)
9. Hagamos Democracia (HD)
10. Instituto de Estudios Estratégicos y Políticas Públicas (IEEPP)
11. Movimiento por Nicaragua (MPN)
12. Red Nicaragüense por la Democracia y el Desarrollo Local (Red Local)
13. Foro Educativo Nicaragüense (EDUQUEMOS)
14. Asociación Movimiento de Mujeres Autónomas de Chinandega (AMMCH)
15. Grupo Pro- justicia (PROJUSTICIA)
16. Movimiento Juvenil Nicaragüita (MJN)
17. Caritas de Nicaragua (CARITAS)
18. Congreso Permanente de Mujeres Empresarias de Nicaragua (CPMEN)

#### **Emergent Organizations**

1. Asociación de Jóvenes de Mateare (AJOMA)
2. Asociación de Profesionales de Responsabilidad Social Empresarial (APRORSE)
3. Fundación CAMM (CAMM)
4. Instituto Nicaragüense de Capacitación y Estudios Juveniles (INCEJU)
5. Movimiento Autónomo de Mujeres (MAM)
6. Movimiento Contra el Abuso Sexual (MCAS)
7. Novelistas y Escritores Internacional (PEN)
8. Movimiento por una Cultura Política Diferente (PUENTE).

#### **Added the second year:**

1. Coordinadora Civil
2. Instituto para el Desarrollo y la Democracia (IPADE)
3. Centro Nicaragüense de Derechos Humanos (CENIDH)
4. Fundación para el Desarrollo de la Juventud (Desafíos)
5. Centro de la Investigación de la comunicación (CINCO)
6. Centro de Derechos Constitucionales (CDC)
7. Asociación de Movimientos de Mujeres de Chinandega (AMMCH)

## Annex 9 – Case Studies

### Case Study 1: Asociación de Movimiento de Mujeres de Chinandega

#### Introduction

The Association of Women's Movement of Chinandega (AMMCH) was selected to be part of the case studies prepared as part of the Final Performance Evaluation because: of its focus on women's rights; it is one of very few organizations based outside of the capital city; and because it received services from both the Institutional Strengthening Project (ISP) and the Human and Institutional Capacity Development Program (HICD).

The Association of Women's Movement of Chinandega (AMMCH) is a nonprofit organization that was formed in 1992 by a group of women's rights activists to respond to the needs of women in the department of Chinandega and gained legal status in 1994. AMMCH was also formed to serve as a stable and trusted space for women in the urban and rural areas of Chinandega.

The organization promotes equality, defends women's human rights, and has been a leader in organizing women's movements through broad coalitions. The Association combats domestic and gender violence by providing psychological and emotional care to victims as well as by educating society on domestic violence issues. The organization's strategic areas of action include: (1) citizenship; (2) justice and security; (3) strengthening a sense of identity for women; (4) strengthening women's economic empowerment; and (5) institutional strengthening.

There are twenty members who form part of the Association, but over 1,000 grassroots women who form part of the women's movement which it provides leadership to. Today, the association has a presence in 13 municipalities throughout the Department. In each municipality, women elect a member to serve as coordinator or promoter who is responsible for encouraging and stimulating activities. At the department level AMMCH coordinates activities with other organizations.

AMMCH has executed numerous projects on the rights of women and girls. Since its inception it has served 6,560 participants, of which 1,200 were children and adolescents in a sexual violence prevention program; 3,600 women in a comprehensive domestic and sexual violence prevention program; 560 women have studied in the School of Legal Education; and 1,200 women have been trained in empowerment and gender awareness for local advocacy and political debate.

The group's vision is "empowered women, defending their legal and human rights in a way that they can impact the betterment of their living conditions and their environment."

#### Institutional Strengthening Support from USAID

Before participating in the ISP and HICD projects, AMMCH had been part of a previous USAID funded activity, ICNL's Supportive Framework for Civil Society project that provided training on

freedom of association rights and supported an appropriate sector-wide response to restrictive legislative initiatives. They were referred by CINCO to the ISP project.

ISP utilizes the Institutional Development Framework (IDF) in its approach to institutional development which measures the level of development in key organizational capacity areas. Based on this tool, an institutional diagnosis was completed of AMMCH with their active participation. The diagnosis found that AMMCH was weakest in the area of Management Structures and Practices, an area that includes Operative Leadership, Administrative Systems, Human Resources, and Financial Management. Other areas, such as Governance and Leadership and Communication Strategies were also at the first “Emerging” level. At the start of the project, AMMCH’s strongest area was in Strategic Planning.

AMMCH benefited from all the services offered by the ISP program: technical assistance, coaching, training and small grants. Members participated in nine institutional workshops and five custom workshops. One of the most valued training activities was a customized workshop on Strategic Planning, which allowed them to align the organization’s strategic plan to the institutional mission and vision, and to further define the organization’s strategies and programs.

Other highly rated workshops were related to Grantees Orientation and Fundraising, which improved AMMCH’s capacity to apply for grant funds or financing for projects. Finally, the organization valued the Institutional Strengthening Integrity, New Media and Effective Management of Mass Media training. AMMCH members were pleased with the training and concluded that, "ISP trained us and the training was very good."

In addition, AMMCH members received coaching in strategic planning. The Director explained that, "this program has really helped us. The ISP program was very important to us; it gave us a strategic planning document, a manual of administrative procedures, a fundraising manual, and a volunteer manual. We made two strategic plans: one for our Association and one for the broader Women's Movement of Chinandega. We also developed the political agenda for this movement in Chinandega and carried out focus groups with women in 13 municipalities, collecting their own demands of the municipal government regarding housing, health and education”.

The ISP focused on strengthening AMMCH’s management practices and provided grants to develop a Functions Manual and the Manual on Administrative and Financial procedures, which significantly improved the administrative management of the Association and streamlined administrative processes. In addition, the Association developed a Volunteer Manual, which included a recruitment policy and helped with volunteer retention. Improved volunteer management has helped increase the number of volunteers serving the Association. "The volunteer manual has helped us a lot: we saw the wealth of human capital we had and had not valued appropriately".

Furthermore, AMMCH requested support for the formulation of a gender policy, which was developed and implemented with ISP financing. As a result, the women's association now has an updated policy for handling this crosscutting issue.

The Director of AMMCH said that the current situation of civil society is much more difficult than seven years ago. The reasons include: fewer international donors remaining in the country and government policies hinder the work of their organization. AMMCH considers itself an autonomous and apolitical organization, however the government has labeled it as part of the opposition and, according to AMMCH, is looking for any excuse to close the association down. In such circumstances, the support from the USAID projects has been highly valued by the Association.

### **Important achievements**

"In the last three years we have grown as an organization. Before our work was all very empirical, very traditional, now, we have methods and systems", Maria Castillo, the Director for AMMCH asserted proudly. Early on, the Association understood that institutional capacity strengthening was a priority for their organization and the contributions of the ISP have directly responded to their needs.

As a result of this support the organization has introduced technology into its systems to improve its management and performance, for example it has a new accounting system. Improvements in AMMCH planning, operation, fundraising and performance have contributed to the organization's competitiveness, and thus, sustainability.

ISP gave AMMCH the opportunity to systematically exchange experiences with other NGO, "sharing experiences with the Youth Movement Nicaragüita was very very rewarding for both organizations, we learnt a lot from each other". According to MSI, AMMCH showed improvement in their capacity to form strategic alliances. They also signed agreements with ACPRODMUJER, the movement against Sexual Violence and MAM.

In the final diagnostic, ISP detected significant changes in AMMCH, including improvements in<sup>1</sup>:

- Governance, with increased members' representation and functionality in the Board of Directors.
- Strategic Planning, with redefined and socialized mission and clarified vision; a new strategic plan with a draft work-plan; and annual goals to organize institutional activities.
- Management Structure and Practices, with more diverse leadership roles, better administrative process, a new HR manual, and a new accounting system.
- Strategic Realignment and collaboration, with new and improved alliances with other CSOs and increased visibility within Nicaraguan civil society. AMMCH has positioned itself as a point of reference in Chinandega.

### **Conclusions**

Support provided by the ISP, has significantly contributed to the consolidation of AMMCH, taking it from a fairly empirical managed CSO to a more rigorous and technical organization, with improved opportunities to adapt and survive in a difficult environment.

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<sup>1</sup> ISP Final Project Report, September 2011, page 43

Participation of AMMCH in ISP also prepared it for benefitting from assistance offered later by the HICD program implemented by Word Learning, which continued to provide institutional strengthening support for the organization, especially in developing a sustainability strategy. Through that program AMMCH participated in two study tours where they saw new strategies and approaches used by NGOs in the US and Peru. They also received training and support with sustainability strategies. As a result, AMMCH has now put in place a fee-for-service system where they are charging women small fees for their services and are exploring membership fees for their Association.

Both programs have made important contributions to develop better capacities for AMMCH functioning, increasing its sustainability. Their new skills and perspectives are having results. Associated in partnership with other organizations, they just won a two year project with the Norwegian cooperation to manage 23 women's shelters.

## Case Study 2: Nicaraguan Network for Democracy and Local Development (Local Network - Red Local)

### Introduction

The Nicaraguan Network for Democracy and Local Development (Local Network or Red Local) was selected to be part of the case studies prepared as part of the Final Performance Evaluation because it was the only organizations that received a full Human and Institutional Capacity Development (HICD) diagnostic and process under the project implemented by World Learning.

Red Local was created in 1993 by a group of organizations under the name of Red de Poder Local (Local Power Network). The network describes itself as a space for democratic dialogue that strengthens civil society organizations for inclusive and equitable local development, public policy advocacy, knowledge management and the promotion of active citizenship. Red Local's objective is "to contribute to strengthening democracy and inclusive and equitable local development by strengthening its membership and allied organizations and institutions to actively exercise their citizenship and advocate for public policy reform".

Red Local gained its legal status as an NGO federation in 2006. As a federation, it does not compete with the territorial status of its members and always operates through its membership at the municipal level. Red Local consists of 42 members of which 31 are NGOs and 11 are private individuals. To achieve its objectives Red Local has three working axis: Local Development, Citizen Participation and Decentralization. These three are highly focused at the municipal level as for Red Local; this is where development really takes place.

Red Local has worked parliamentary advocacy processes, especially in the approval and amendment of laws to strengthen municipalities; civic education campaigns; developed methodologies to increase participative and social oversight of municipal policy and budgets. Its citizen participation observatory has produced five reports.

### Institutional Strengthening Support from USAID

Red Local participated in the ISP project before being part of the HICD program. Results from their participation in the ISP project included improvements in the federation's governance and leadership, where the Board of Directors became open to discussing their processes and to identifying opportunities for improvement. It also gained a better understanding of its role and decision-making responsibilities. Red Local had also improved their management structures and practices as they diversified leadership responsibilities, implemented a human resources assessment and restructured staff functions. With improved financial management systems, they expanded their capacity to manage resources across a diverse portfolio of projects and services. Their projects were also more aligned with their Strategic Plan<sup>2</sup>.

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<sup>2</sup> Final Report ISP Program, September 2011, page 27

At the start of their participation in HICD program, in the months of November and December 2010, an institutional performance assessment was carried out by Kelly Novak Opportunities aimed at defining Red Local's performance gaps and to recommend solutions. The diagnostic framework utilized the HICD model which "involves an examination of systems and infrastructure as they relate to overall organizational performance, and helps to ensure sufficient absorptive capacity for new technologies or skill sets. Individuals or workgroups can perform only as well as the organizational systems that support them"<sup>3</sup>.

The assessment included intensive on-site consultations and survey of stakeholders, and the recommendation of solutions and interventions to address priority performance shortcomings/gaps. The goal was to make recommendation to assist Red Local in building a network management model for optimum performance and results. The assessment team analyzed existing strategic and operational documents, and conducted in-depth interviews, focus groups, and mapping sessions with stakeholders within and external to the network.

Given the special nature of Red Local as a federation, rather than a traditional NGO, special attention was paid to the formulation of recommendations so they would be applicable to the structures that have been implemented over the last 17 years. The diagnosis found that:

- Red Local had a clearly defined vision and mission. However, although they had approved strategic objectives for their current five year plan, there was a growing interest in reconsidering these strategies in light of the changing political environment, existing member/client concerns with a number of macro-level strategies, and management issues concerning the Executive Secretariat. The two important areas to be addressed were:
  1. Confirmation and refinement of strategic objectives and better definition of strategic indicators, data collection methods and evaluation system.
  2. Clarification of the roles, authority relationship and Coordination Team performance targets, regarding the Executive Secretary.
- There was an over-emphasis on the approach of projects formulation and implementation. Weaknesses were found in basic actions such as internal staff meetings, comprehensive operational planning and staff performance processes.
- The analysis indicated that: key processes should be related to capacity building and joint advocacy of the local network; that facilitation of communication was another fundamental process; and that monitoring and evaluation required continuous and dedicated attention within Red Local<sup>4</sup>.

Based on these findings, HICD designed and institutional strengthening plan to address weaknesses and improve Red Local's performance. The plan included training through workshops

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<sup>3</sup> World Learning Task Order, page 13.

<sup>4</sup> Training for Development Program 2011 Work Plan, page 5.

and seminars, technical assistance and a study tour and addressed a variety of subjects including strategic and operational planning, monitoring and evaluation systems for projects, communications strategies, and regional network development to strengthen their local development capacities. Technical assistance addressed the need to strengthen Red Local's management and achieve its strategic objectives. The project helped to define and adopt strategic and operational measurable indicators and to establish its baseline. Through structured study tours hosted by similar organizations in the LAC region, Red Local was introduced to best practices in governance and is exploring ways to adapt these to its network.

*"We used to have a strategic plan but it was not aligned to our organization, which made it hard to implement. Now we have another one that covers thoroughly the work of the organization and it is totally participative. We did this*

### Important achievements

World Learning assisted Red Local in **aligning its vision, mission and strategy** to better reflect the demands of its membership and community-level stakeholders. The HICD program facilitated revisions to the network's strategic framework and provided the methodological tools to measure progress forward and to make adjustments when needed. This is all core HICD activity, difficult to get to and to implement, but highly successful when done appropriately.

As a result of the assistance, Red Local has crafted a new strategic plan for 2012-2015 and defined three strategic areas for its work: Knowledge Management, Construction of Citizenship, and Management Strengthening.

The alignment of the Strategic Plan and the assistance for the development of a local development strategy were also, from the point of view of officials of the network, highly remarkable achievements, "The support we received has allowed us to focus on what citizens do best. We have transcended from the internal to another space".

World Learning reported that "the Technical Secretary feels "more prepared and stronger in the management of programs and projects thanks to **the monitoring and evaluation** tools... designed specifically to evaluate management and fulfillment of our institutional goals." Using these tools, methodologies, and newly established baseline data, Red Local is now able to monitor institutional progress towards strategic indicators while considering the demands and needs of their member organizations, making them better prepared to serve those beneficiaries that benefit from their work"<sup>5</sup>.

As for **project management**, Red Local can at this moment develop a strategic process for selecting projects and manages a standardized and transparent process for projects allocation. They are also using project management processes that will contribute to improved project performance.

<sup>5</sup> World Learning Final Program Report, page 33.

Red Local has improved **capacity to provide its members and local community** with demand-driven and targeted assistance, information and resources. They are able to promote citizen democracy through development programming and now they have the right set of tools and methodologies to support local democratic development.

Interviews with Red Local representatives revealed satisfaction with the quality of the assistance, an illustrative comment stated that they "had very good relations with World Learning staff, they were very respectful and helpful. They provided help as needed; diagnosed our needs in a participatory manner. We set realistic timelines (very few things were left without doing). The consultants were selected jointly, not imposed. They were consultants with experience, knowledge of country and when they didn't have that local knowledge, they were paired with Nicaraguan consultant, which worked very well. We have established a relationship with the local consultants with whom we still use".

Red Local considers that their work is improving and is pleased with the interest of others in their organization, "we see in the news media that there is interest in our proposals, and we think it is because of the quality of our work, and also because we are a completely nonpartisan organization, which allows us to work with independence and to get good results".

Red Local's representatives also noted other impacts from their participation in the USAID funded projects:

- "Given our improvements in project management, we are currently working on a proposal with the European Union. We want to offer a training certificate (curriculum) on local development so we can have a sustainable impact at the local level. For the first time we have a direct relationship with the European Union, without any intermediaries, and are asking for a large amount of funding. We think we are on track for getting an approval from them".
- "The support we have received has also helped our organization to adapt. We had to adapt and incorporate crosscutting issues such as gender and youth in order to respond to the priorities of international donors. However, this change has allowed us to integrate these issues into our programming and our Gender Commission is being strengthened. We are also taking into consideration multiculturalism, which is a priority for IBIS, a Danish member-based development organization".

## **Conclusions**

The HICD model produced results in its work with Red Local, but these were more difficult and took longer to obtain because Red Local was a federation and not just an individual CSO. World Learning recognized this fact and made the following recommendation in its final project report, "In general, due to the complexity of working with networks that involve huge numbers of stakeholders with varied demands and necessities and suffer from sub-par internal operating systems and communications strategies, Tfd found the effective implementation of programs

with Nicaraguan CSO networks to be problematic. As such, Tfd recommends that future HICD efforts primarily target individual institutions rather than networks of multiple institutions.”<sup>6</sup>

Nevertheless, both ISP and HICD projects equipped Red Local with improved tools, methodologies and a new vision for their organization. As a result, the federation is more aligned with its membership and has stronger governance and management systems in place, crucial elements for their ability to successfully face the difficult political and economic challenges that lie ahead. Red Local acknowledges that institutional strengthening will always be important, especially in the present circumstances, “Being more efficient and dynamic helps us to deal with the present difficult situation”. “Institutional strengthening activities have shown us that our activities need to have specific products; we need to make a qualitative leap in the results of our work with civil society. Nicaragua needs more education and improving education will make us free. This really will have an impact on the government and on the future. For us, investing in civil society is very important”.

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<sup>6</sup> Ibid, page 20.

## Annex 10 - Interview List

### Interview List

<b>Program Participating CSOs</b>	<b>Names</b>
1 Asociación Civil Pro Desarrollo de la Mujer ACPRODMUJER	Isolina Ali Ruiz
2 Asociación de Jóvenes de Mateare - AJOMA	Luis Balladares
3 Asociación de Mujeres de Chinandega AMMCH	María Castillo
4 Asociación para la Supervivencia y el Desarrollo Local-ASODEL	Pablo Medina Mario Melespino
5 CAMM - Centro de Apoyo a las Misiones de Matagalpa	Jenny Scarlet Pérez
6 CARITAS Nicaragua	Sheyla Obando
7 Centro de Derechos Constitucionales - CDC	Ada Esperanza Silva
8 Centro de Investigación de la Comunicación - CINCO	Sofía Montenegro
9 Centro Permanente de Derechos Humano - CPDH	Denis Darce
10 Consejo Permanente de Mujeres Empresarias CPMEM	Ximena Ramírez
11 Federación Red Nicasalud	Josefina Bonilla
12 Fundación Grupo Cívico Etica y Transparencia	Celina Burgalin Soraya Corea
13 Fundación Iberoamericana de las Culturas FIBRAS	Violeta Granera
14 Fundación Nicaragua Nuestra FNN	Jenny Leiva Oviedo
15 Grupo FUNDEMOS	Patricia Mayorga Marco Antonio Fletes
16 Grupo Pro justicia	Fernando Centeno Jose Antonio Moreno
17 Hagamos Democracia - HADEMOS	Pedro Xavier Solís Cuadra
18 Instituto de Estudios Estratégicos y Políticos Publicas	Claudia Pineda
19 Instituto Nicaragüense de Capacitación y Estudios Juveniles (INCEJU)	Marcos Roblero
20 Movimiento Autónomo de Mujeres	Sofía Montenegro
21 Movimiento Contra el Abuso Sexual MCAS	Lorna Lorori
22 Movimiento Juvenil Nicaragüita MJN	Donald Muñoz
23 Movimiento por Nicaragua	Violeta Granera
24 Red Nicaragüense por la Democracia y el Desarrollo Local -RED LOCAL	Lludely Aburto Inés Molina Jiménez
25 Universidad Politécnica de Nicaragua	Oscar Castillo Guido

### Comparative Group

<b>CSOs and International Donors</b>	<b>Names</b>
26 Instituto de Investigaciones y Gestión Social INGES	Guillermo Incer

## Key Informants

	<b>Civil Society Organizations</b>	<b>Names</b>
1	Centro de Investigación de la Comunicación - CINCO	Carlos Fernando Chamarro
2	Movimiento por Nicaragua (MPN)	Violeta Granera

## International Donors and NGOs

	<b>Civil Society Organizations</b>	<b>Names</b>
1	IBIS - Denmark	Myriam Blanco
2	Instituto Republicano Internacional - IRI	Miguel Hernández
3	Fondo Común de Apoyo a la Sociedad Civil para la Gobernabilidad Democrática	Zela Sequeira

## Implementing Organizations and USAID Representatives

	<b>Organization</b>	<b>Nombre</b>
1	Deputy Director ISP Program; MSI	Leonardo Escobar
2	Organizational Development Consultant; MSI	Félix Madariaga
3	Grants Manager AED/FHI360	Cecile Saborío
4	Legal Framework Program Director ICNL	Jocelyn Nieva
5	Vice President – Programs ICNL	Cathy Shea
8	HICD Staff World Learning	Jennifer Wiegel
8	HICD Project Chief of Party, World Learning	Kevin Carew
9	Monitoring and Evaluation Office, USAID	Marcela Villagra
6	AOTR - Institutional Strengthening Program USAID	Luz Marina García
7	Development Project Specialist, DG Office, USAID	Luis Ubeda
	AOTR - Institutional Strengthening Program USAID	Jessica Zaman

## Annex 11 - References

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