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**SLOVAK REPUBLIC DEMOCRACY NETWORK PROGRAM
 QUARTERLY REPORT
 FOR THE PERIOD OF APRIL 1 THROUGH JUNE 30, 1995
 COOPERATIVE AGREEMENT NO. DHR-0032-A-00-5025-00
 submitted by
 THE FOUNDATION FOR A CIVIL SOCIETY**

I. ACTUAL ACCOMPLISHMENTS VS ESTIMATED GOALS (based on Implementation Plan submitted with the first quarterly report)

General

During the second quarter of the project, all in-country staff was hired and began working full-time towards the implementation of the Democracy Network Program. The new staff includes: Jan Surotchak, Project Manager; Jozefina Krizanova, Small Grants Program Officer, Lubos Hrivnak, Training and Assistance Program Officer; and Robert Vlastic, Program Assistant. The Democracy Network Program also hired Ingrid Martonova, a Slovak American studying for her masters at the Fletcher School, as a summer intern for full-time assistance from May through August. Finally, the Foundation hired a bookkeeper, Jana Kallarova, who will be paid partly from the Democracy Network budget due to the heavy financial demands of this project (i.e.; subgrant payments, financial reporting of grantees' expenditures, etc.). Diverse experiences and interests were considered as we put together our in-country team. Jan has been working in the democracy area and has experience managing USAID-funded programs; Lubos has worked in the nonprofit environmental area for more than six years and is very well-connected in the NGO community; Jozefina has a social and economic development background and also has very strong technical and organizational skills; and Robert has worked on USAID-funded projects and has strong connections to people working in the field. We believe that this mix of people will produce a powerful team that is able to accomplish the Democracy Network Program's objectives and goals.

The Foundation moved offices at the end of May due to our growing in-country staff. Foundation staff purchased furniture and equipment for the Democracy Network Program, in May which was delivered to the new office space for the use of the incoming staff. Office space, staff, furniture and equipment were in place to begin our full-time, in-country efforts in early June.

Even though we did not have a full-time, in-country staff in Slovakia prior to June 1, the Democracy Network staff has been conducting ongoing meetings with NGO representatives and other funders to discuss the Democracy Network Program, the activities of other grants programs and the activities and needs of the NGOs. Through the end of June, most of the meetings were conducted in Bratislava (with several in Kosice), however, regional and town meetings with NGOs, mayors and local officials were planned in June to take place in July. The cities and towns that will be visited in July include: Humenne, Michalovce, Trebisov, Kosice, Presov, Spisska Nova Ves, Svidnik, Vranov, Nitra and Stara Lubovna.

Activities that were scheduled for the second quarter but were not completed include creating a grant tracking data base, establishing an Advisory Board, and conducting a needs assessment. See part II, *Reasons Why Goals Were Not Met*, below.

Training and Assistance

Discussions with subcontractors have continued. The staff has been working with the Slovak Academic Information Agency (SAIA) and Partners for Democratic Change (PDC) to develop plans for training that will meet the needs of the NGO community around the country. SAIA will begin their training workshops in July with sessions in each of their regional offices. Initial workshops will focus on proposal writing and how to apply for the Democracy Network Small Grants Program. SAIA is using the Democracy Network application form to develop a step-by-step manual of how to apply for a grant. In general, SAIA's training will focus on basic technical skills needed by NGOs to create more sustainable organizations, and PDC will provide community building training (i.e.; coalition building, conflict resolution, and communication workshops) in order to build a more stable and "friendlier" environment in which NGOs may work.

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Activities that were scheduled but have not been completed during the second quarter include: the signing of agreements with training subcontractors and the introduction of their initial training workshops; regional visits to NGOs by the Training and Assistance Program Officer; and establishing the training "voucher" program. See part II, *Reasons Why Goals Were Not Met*, for further discussion of these issues.

Small Grants

Staff began working on a draft of the small grants application form in late May, collecting examples of similar applications from other programs in Slovakia, the Czech Republic, and the United States. In June, the Foundation conducted meetings with SAIA and EC PHARE's NPOA program representatives to get feedback on the initial draft. The intent of the application process is to be as clear as possible in defining what criteria NGOs will have to meet to be competitive under the Democracy Network small grants program and to encourage development of proposal-writing skills that can be applied outside the Democracy Network Program. SAIA continues to work with the small grants application form, as it is updated, to create a step-by-step manual for NGOs on how to fill out the application form and apply for the small grants program.

In June, staff began to develop an application review and evaluation process based on goals and objectives--especially in the area of transparency--laid out in the program workplan. The process should maximize peer panelist input and minimize the risk of a few reviewers having a major impact on decisions. The process will yield recommendations to the US Embassy Democracy Commission for final approval, and it is expected to be finalized and approved by August when our first applications are due.

The Foundation's Bratislava staff designed and implemented a system for responding to potential applicant inquiries and held numerous meetings with applicant NGO representatives.

The activities scheduled but not completed during the second quarter of the Program include establishing a Peer Panel for reviewing proposals and creating the agreements for subgrantees. See part II, *Reasons Why Goals Were Not Met*, below

Information and Image Campaign/Media

As mentioned above (under "General"), the staff has started to conduct meetings with other funders and NGO representatives. Regional meetings, to include mayors and local officials, were planned in June and are being conducted in July.

Announcements of the Democracy Network Program were made at the Stupava Conference (for NGOs) by Wendy Luers and Ambassador Russell, and in SAIA's NGO publication, *Nonprofit*. Additionally, the staff has identified local media and has begun to assess journalists skills and knowledge of the NGO sector in order to find "willing and able partners" to publicize the Democracy Network Program as well as general news and information regarding the NGO sector.

II. REASONS WHY GOALS WERE NOT MET (And Solutions)

General

From the outset, the Foundation was convinced that the hiring of the right individuals for the in-country Democracy Network staff was a critical component in the project's ultimate success. And although the staff selection process was begun upon indication that the Foundation would receive the Democracy Network award, almost all of the personnel selected to staff the program had other professional commitments. Jan Surotchak, our choice for Project Manager, was committed to another USAID-funded project in Slovakia and was obligated to see the project through to the end of May. Robert Vlasic came with Jan as Program Assistant, and again, could not start until June 1. Lubos Hrivnak, the Training and Assistance Program Officer, was working for the World Wildlife Fund and was in the same position as Jan, although Lubos began working one day a week in May and four days a week in June. Jozefina Krizanova was the final hire and began at the end of May. The need to have the right staff in place thus pushed out the dates for program implementation outlined in the first quarterly report. With staff now in place and working effectively, activities are being completed in a timely fashion.

New York and in-country staff have been coordinating efforts to create a grant tracking data base system and are working to finalize a data base that will capture, store and report all information about an applicant (NGO) and their proposal, as well as the actual grant information when a grant has been awarded.

The staff began to compile names for the Democracy Network Advisory Board in June, and will make formal invitations for people to join the board in August. The board will meet semi-annually to discuss the program and to give advice on an as-needed basis.

The Foundation had originally thought that it would conduct a formal needs assessment of the NGO community, however, after discussions with the USAID mission in Bratislava, we have decided that it would be more beneficial to informally assess and analyze the skills and needs of NGOs during our regional meetings. This will allow identification of specific needs of NGOs in each region. Additionally, the staff has been meeting with NGO trainers that have a good sense of the skills that are needed in the sector.

Training and Assistance

Discussions continued with subcontractors, however, due to the nature of US Government regulations and working with the schedule of a pro-bono lawyer, creating the actual subcontracts has been moving more slowly than we had originally anticipated. We are planning to have all contracts signed by the end of August, given that we have sufficient information (complete workplans and budgets) from the subcontractors. SAIA's training is actually beginning without a signed contract (see above), and PDC's training will begin in September.

Because of the staffing issues discussed above, some of the training objectives were not met. The Training and Assistance Program Officer will begin visits to NGOs outside of Bratislava in July rather than June, and the training "voucher" program will be established in August rather than by June 30. Actions have already been taken to plan visits and develop the training voucher system.

Small Grants

The activities scheduled but not completed during the second quarter of the Program were the formation of the Peer Panel and the creation of the agreements for subgrantees. Other activities, such as the creation of the application form, were a higher priority when we finally had our in-country staff in place. Work on establishing the Peer Panel will be completed by the end of August. Staff will begin working on the agreements for subgrantees in August; there will be ample time to prepare agreements before the first awardees are selected (final selection will be made during a Democracy Commission meeting scheduled for the week of October 2).

III. SYNOPSIS OF SUBGRANTS (And Actual and Expected Impacts)

N/A for second quarterly report. The first application deadline was set with AID/Slovakia as August 31.

IV. OTHER PERTINENT INFORMATION (Cost Overruns/High Unit Cost)

N/A for second quarterly report

V. MONITORING PLAN

See attached Monitoring and Reporting Plan

VI. (PART D.) PROPOSAL FOR REGIONAL COOPERATION OR LEGAL SERVICES OF THE RECIPIENT

The Foundation will continue to coordinate with the National Forum Foundation (NFF) and the International Center for Nonprofit Law (ICNL). As the new Project Director for the NFF has just started work in Budapest, our in-country staff is looking forward to gathering with other country program staff to share information and ideas and to coordinate activities in the region. As stated in our last quarterly report, we have offered temporary office space in our offices to ICNL staff whenever they are in the Slovakia. We have also offered to distribute ICNL's booklet on NGO legislation to organizations in Slovakia.

MONITORING AND REPORTING PLAN

Identifying Information:

Project Name: Democracy Network program
Country: Slovakia
Provider Name: The Foundation for a Civil Society
Spa: cf Workplan: March 1995 to August 1995; September 1995 to February 1996

Project Summary:

The Foundation for a Civil Society has designed its Democracy Network Program to develop and strengthen indigenous, public policy-oriented non-governmental organizations (NGOs) in Slovakia. The goal of the Program is to engender sustainability among these NGOs that will last beyond the Democracy Network and other foreign funding. In order to achieve this goal, the Foundation's Democracy Network Program includes a Training and Assistance Program, a Small Grants Program and a campaign to improve the image of the NGO sector.

The **Training and Assistance Program** is open to indigenous NGOs at all stages of development and is provided in four different ways: **basic skills training**, such as proposal writing, project planning and goal setting, is conducted by the Foundation's staff and partner organizations; **one-on-one training or consultation** is provided by short-term (one day to two months) advisors or consultants; **vouchers for workshops or training** are given to NGOs to meet their specific training needs; and, on a limited basis, **long-term advisors** (three to twelve months) are assigned to key NGOs or a group of NGOs that have common needs.

The **Small Grants Program** provides funds to registered NGOs for projects, operational costs and training. The Foundation encourages proposals that will strengthen the internal capacity of an NGO as well as proposals that will connect NGOs and provide for a stronger NGO sector. The Program strives to build linkages between NGOs, business and local governments to support better understanding and cooperation between the sectors. It looks to reach outside of the capital cities and balance training and funding for NGOs throughout both countries. The Program also attempts to reach the highest number of participants possible in a meaningful way through training, small grants and participation in activities sponsored by the Program.

The Small Grants Program is restricted to indigenous organizations that are registered as NGOs (foundations or civic organizations) and are working in the areas of democracy, social safety nets, economic development, or environment. Applications are selected for funding by an independent review panel in conjunction with U.S. Embassy's Democracy Commission.

The Democracy Network Program seeks to **improve the image of the NGO sector**, thereby contributing to increased funding, cooperation, on projects or issues, and wider popular and legislative support. To this end, the Foundation will work with the Center for Independent Journalism to provide media and public relations training for NGO leaders. Additionally, in cooperation with the Journalism Schools at Comenius University, the Democracy Network Program will offer student internships to expose students to the sector and promote greater coverage of NGOs.

The following Monitoring and Reporting Plan for the first year of the Program reflects our anticipated resources, outputs and achievements with respect to the objectives of USAID/Slovakia as stated in the "United States Seed Act Assistance Strategy Update for Slovakia" (1994-1996).

- 4 -

Identifying Information:

Project Name: Democracy Network Program
Country: Slovakia
Provider Name: The Foundation for a Civil Society
Span of Workplan: March 1995 to August 1995; September 1995 to February 1996

Indicator: Institutions (especially NGOs) develop their full capacity to help form a more pluralistic and democratic society.
Objective I: Strengthen and expand the NGO community, particularly outside of Bratislava, in order to help in decentralizing power and deepening democratic attitudes and values. This should be done in part through citizen involvement.
OUTCOME: Strengthen skills and resources within the NGO community in order to build a stronger and more vibrant sector and to gain the confidence and involvement of the communities and citizens that it represents.

OUTCOME IMPLEMENTATION PLAN/Objective I

RESOURCES	EXPECTED OUTPUTS	USE OF OUTPUTS	OUTCOME ACHIEVEMENT
March 1995 August 1995			
I.1 FCS in-country staff is hired and in place to carry out Democracy Network Program in order to create a more sustainable NGO community in Slovakia. In-country staff: Project Manager, Small Grants Program Officer, Training and Assistance Officer Program Officer, Program Assistant.	Staff works together to develop objectives and criteria of small grants program; develop system for responding to requests. Training plan is discussed and training needs are identified. Objectives for the information and image campaign are identified. Diversity in backgrounds/experience of staff is achieved.	Application, evaluation process, and awarding process are developed and panelists identified to implement the awarding of grants. Subcontractors are identified and training objectives are set. Plan for information and image campaign is developed. Different skills/experience in staff allows broader team outreach.	I.1.1 Grants process ready to be implemented at the end of the summer (first application deadline: August 31). I.1.2 Training and Assistance Program Officer begins to work with subcontractors to implement training plan. I.1.3 Staff begins to contact local media to publicize DNP and NGO sector. I.1.4 Well-rounded team in place to interact with NGO community.
I.2 Announcement of DNP made at Stupava Conference (April) and in Nonprofit.	NGO representatives participate in conference and read Nonprofit.	NGOs obtain information about DNP.	I.2.1 NGOs are informed about DNP and the types of assistance the program can offer.
I.3 Staff works to develop small grants application process.	Application criteria and form developed (and approved by AID). Potential applicant concerns identified and reflected in creation/revision of application. Identify ways in which application process can be used as a learning tool for NGOs. Peer Panelists identified.	Criteria emphasize activities in the four main issue areas (democracy, social sector restructuring, economic development, environment) as well as the efforts of NGOs outside of Bratislava. Applications sent to interested NGOs. Evaluation process designed to highlight NGO skills developed (and approved by AID). Panelists invited to participate in panel meeting.	I.3.1 First applications are received from NGOs (deadline: August 31). I.3.2 NGOs' skills are strengthened through the application process. I.3.3 First panel meeting planned (mid-September).

March 1995-August 1995			
I.4 Staff participates in meeting with other funders, NGO leaders, and the AID community (including contractors).	<p>Staff gains information about what other funders are doing (and not doing).</p> <p>Staff gains knowledge about what NGOs are doing and what their needs are (and which are being covered).</p> <p>Staff provides funders and NGO leaders with information regarding DNP.</p> <p>Staff informs and takes suggestions from AID community of potential grant/training recipients.</p>	<p>FCS staff has an understanding of where resources are and are not being used.</p> <p>Funders and NGO leaders understand DNP and its objectives.</p> <p>AID community has knowledge of DNP efforts.</p>	<p>I.4.1 Improved cooperation and coordination of efforts and resource use.</p> <p>I.4.2 Prevents DNP from overlapping efforts with other funders and other AID projects and builds upon existing AID successes.</p>
I.5 Staff and SAIA hold regional workshops and "town meetings"; all sectors of the community are invited.	<p>NGOs attend the workshops.</p> <p>Representatives from different sectors of the community attend workshop.</p>	<p>NGOs receive information on how to apply to DNP and offer comments on the application and process.</p> <p>Community has some understanding of DNP; NGO linkages to other sectors are explained/discussed.</p>	<p>I.5.1 NGOs outside of Bratislava are informed about DNP and how to apply.</p> <p>I.5.2 FCS is able to improve its application and process.</p> <p>I.5.3 Various sectors of local society are informed about FCS' desire for cooperative efforts and understanding and linkages between sectors begins to develop.</p>
I.6 Staff and training organizations analyze NGO sector's strengths and weaknesses.	Needs of NGOs (and communities) are identified.	Training workshops developed to meet NGO needs.	I.6.1 Nation-wide training planned for all interested NGOs.

OUTCOME IMPLEMENTATION PLAN/Objective I

RESOURCES	EXPECTED OUTPUTS	USE OF OUTPUTS	OUTCOME ACHIEVEMENT
September 1995-February 1996			
I.1 Subcontractors are hired to provide training and assistance to NGOs and communities throughout Slovakia.	Subcontractors conduct training workshops on "basic skills," communication and organizational skills and coalition building.	<p>NGOs participate in training workshops in order to build their skills.</p> <p>Different sectors of communities participate in coalition building workshops.</p>	<p>I.1.1 NGOs gain and use skills to create more sustainable organizations.</p> <p>I.1.2 Stronger communities are created by developing lines of communication and information-sharing and cooperation in different sectors' activities.</p>
I.2 Applications received from NGOs for evaluation.	<p>Staff reads applications and writes summaries.</p> <p>Peer Panel meeting is held; panelists evaluate proposals and make recommendations for funding.</p>	Recommendations for funding are presented to Democracy Commission; Democracy Commission approves applications for funding.	I.2.1 First grants to NGOs are awarded.

September 1995-February 1996

<p>1.3 Training and Assistance Program Officer (TAPO) meets with NGOs (regional and site visits, town meetings, etc) around Slovakia.</p>	<p>Discussion of needs of NGOs in the community.</p>	<p>TAPO and subcontractors identify needs of the NGO community.</p> <p>NGOs analyze and identify their own needs.</p>	<p>1.3.1 Training is planned that meets the needs of NGOs around the country.</p> <p>1.3.2 NGOs are able to identify and apply for training that meets their needs.</p>
<p>1.4 Grantees are awarded funds through the first grant process; FCS informs local media.</p>	<p>NGOs begin work in their communities.</p> <p>Local media publishes articles/announcements of NGOs' work.</p>	<p>NGOs conduct activities to reach their goals; works to solve communities' issues/problems.</p> <p>Community is informed of activities through local media.</p>	<p>1.4.1 NGOs meet their own project goals while helping communities in which they work.</p> <p>1.4.2 Community begins to understand the activities and purpose of NGO sector.</p>
<p>1.5 Local media is contacted by FCS staff.</p>	<p>FCS staff begins working with local media in order to prepare and publish articles.</p> <p>FCS reviews projects and looks for success stories to report to local media.</p>	<p>Local media publishes articles/ interviews regarding Democracy Network Program, NGO sector and issues relating to what the NGO sector is doing.</p>	<p>1.5.1 NGOs throughout the country are aware of DNP and how to apply for grants and training.</p> <p>1.5.2 Community learns about what NGOs in their community are doing.</p> <p>1.5.3 Citizens understand the issues facing their community; have information on how to get involved with those issues.</p>
<p>1.6 Evaluation of application review process is conducted.</p>	<p>Panelists, applicants, staff and AID analyze and comment on the application and review process.</p>	<p>Comments are gathered by the staff in order to revise application process.</p>	<p>1.6.1 Application process and review system are improved.</p>
<p>1.7 Second application process is conducted by FCS staff and panelists.</p>	<p>Staff summarizes proposals.</p> <p>Panelists meet to evaluate and give recommendations for funding to DC.</p>	<p>Recommendations for funding are given to Democracy Commission for approval.</p>	<p>1.7.1 Second round of funds are awarded to NGOs.</p>
<p>1.8 "Voucher" system established; training organizations identified to provide additional training to NGOs.</p>	<p>FCS staff negotiates training costs and conditions with training organizations.</p>	<p>Agreements are signed for organizations to provide training on as-needed basis.</p>	<p>1.8.1 List of training providers is drawn up for NGO use.</p>
<p>1.9 Training organizations identified to provide additional training to NGOs under the "voucher" system.</p>	<p>Available list of appropriate training organizations providing various kinds of training.</p>	<p>NGOs receive list to identify additional training sources for their needs.</p> <p>NGOs are able to obtain funding for training of their specific needs.</p>	<p>1.9.1 NGOs obtain the appropriate training to satisfy their own needs.</p>

Identifying Information:

Project Name: Democracy Network Program
Country: Slovakia
Provider Name: The Foundation for a Civil Society
Span of Workplan: March 1995 to August 1995; September 1995 to February 1996

Indicator: Institutions (especially NGOs) develop their full capacity to help form a more pluralistic and democratic society.

Objective II: Develop/Encourage a truly multi-voiced media.

OUTCOME: Work with journalists to develop understanding and interest in issues that effect communities/societies and in the NGO sector.

OUTCOME IMPLEMENTATION PLAN/Objective II

RESOURCES	EXPECTED OUTPUTS	USE OF OUTPUTS	OUTCOME ACHIEVEMENT
March 1995-August 1995			
II.1 Staff begins discussions with Center for Independent Journalism (CIJ).	CIJ identifies training needs of journalists. CIJ identifies training for NGO leaders to better communicate with the media.	CIJ identifies resources to develop training workshops for journalists. CIJ identifies resources to develop training workshops for NGO leaders.	II.1.1 Training plans created for journalists. II.1.2 Training plans created for NGO leaders to communicate more effectively with media.
II.2 Identify local media from around the country.	Contact local media for discussion about DNP and the NGO sector. Assess journalists' ability and knowledge of the NGO sector.	Identify journalists' needs for training and for information regarding the NGO sector.	II.2.1 Establish a list of journalists who are ready and able to cover the NGO sector. II.2.2 Establish a list of training needs for journalists. II.2.3 Establish NGO sector information for journalists that will help build there knowledge.

OUTCOME IMPLEMENTATION PLAN/Objective II

RESOURCES	EXPECTED OUTPUTS	USE OF OUTPUTS	OUTCOME ACHIEVEMENT
September 1995-February 1996			
II.1 Staff continues to work with regional and local media.	Regional and local media gain information and understanding of DNP and NGO sector.	Journalists begin to write articles about DNP and NGO sector.	II.1.1 Citizens understand DNP and have better understanding of NGO sector through the work of media.
II.2 Staff works with subcontractors to analyze training needs of journalists	Subcontractors develop training for journalists.	Journalists are trained in appropriate areas that meet their own needs.	II.2.1 Journalists demonstrate improved skills at reporting issues of public policy.
II.3 FCS informs local media of grant awardees.	Local media publishes articles/announcements of NGOs' work.	Community is informed of activities through local media.	II.3.1 Community begins to understand the activities and purpose of NGO sector.
II.4 Staff discusses internships with Journalism School at Comenius University and with NGOs.	NGOs and schools express interest in having student interns help NGOs deal with media and produce information for the media.	Internships are created for journalism students to be housed in NGOs.	II.4.1 Student/future journalists experience and understand what the NGO sector is doing.

Identifying Information:

Project Name: Democracy Network Program
Country: Slovakia
Provider Name: The Foundation for a Civil Society
Span of Workplan: March 1995 to August 1995; September 1995 to February 1996

Indicator: Institutions (especially NGOs) develop their full capacity to help form a more pluralistic and democratic society.

Objective III: Empower mayors and locally elected officials.

OUTCOME: Work with local government to involve it with the activities of the NGO sector and the community in general and to build links/bonds between the sectors.

OUTCOME IMPLEMENTATION PLAN/Objective III

RESOURCES	EXPECTED OUTPUTS	USE OF OUTPUTS	OUTCOME ACHIEVEMENT
March 1995-August 1995			
III.1 Staff and subcontractors analyze NGO sector's and communities strengths and weaknesses.	Needs of NGOs and communities are identified. Areas in conflict are identified.	Training workshops developed to meet NGO and community needs; coalition building training to include different sectors in the community.	III.1.1 Nation-wide training planned for NGOs and communities.
III.2 Staff begins to make contact with mayors and locally elected officials.	Officials are aware of the DNP and the activities of the NGO community in their area.	Officials have more understanding of the NGO sector and lines of communication are open.	III.2.1 Local officials expect interest from NGOs in their cities and will not be caught off guard by requests. III.2.2 Officials and NGOs begin to work together on local issues.
III.3 Small grants criteria are developed to emphasize linkages with local government.	Criteria will provide incentive for NGOs to work with local government.	Some NGOs will draw local government into their processes for solving the issues.	III.3.1 Links will begin to form between the NGO sector and local government.

OUTCOME IMPLEMENTATION PLAN/Objective III

RESOURCES	EXPECTED OUTPUTS	USE OF OUTPUTS	OUTCOME ACHIEVEMENT
September 1995-February 1996			
III.1 Subcontracts are contracted to provide training and assistance to NGOs and communities.	Subcontractors conduct training; workshops on "basic skills" and coalition building.	Different sectors of communities, including local government, participate in coalition building workshops.	III.1.1 Stronger local communities are created by developing lines of communication and information-sharing and cooperation in different sectors' activities.
III.2 Staff continues to make contact with mayors and locally elected officials.	Officials are aware of the DNP and the activities of the NGO community in their area.	Officials have more understanding of the NGO sector and lines of communication are open.	III.2.1 Officials and NGOs begin to work together on local issues.