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Global Civil Society Strengthening Leader with Associates Award

FINAL REPORT

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Introduction

Pact is pleased to submit the final report on the Civil Society Strengthening Leader with Associates (or CSL, as we abbreviate it) award, running from March 9, 2001 – October 9, 2008. Through this award, Pact and its consortium partners conducted activities in support of civil society strengthening across a variety of geographic and programmatic areas, under diverse operational conditions, and in pursuit of a number of discrete objectives that underlie the overall award goal.

The CSL had six core objectives:

- **Objective 1: Establish Legal Frameworks to Protect and Promote Civil Society**
- **Objective 2: Increased Citizen Participation in Policy Processes, Implementation, and Oversight of Public Institutions**
- **Objective 3: Increased Institutional and Financial Viability of Civil Society Organizations**
- **Objective 4: Enhanced Free Flow of Information**
- **Objective 5: Strengthened Democratic Political Culture and Gender Equity**
- **Objective 6: Support to Anti-Sweatshop Initiatives**

Pact conducted work across all of the objective areas, and very often, our work contributed to more than one of the objectives at the same time. The report reviews accomplishments under each objective, and then lists additional information for specific projects fitting under that objective. As each objective and our results therein are described below, the Leader Activities and Associate Awards that contributed most directly to that objective are described, with their relevant work highlighted – each Leader Activity or Associate Award is described under one or two primary objectives, through which its work contributed to Civil Society Strengthening. This does not mean to exclude other projects from contributing to those objectives, nor any given project from supporting multiple objective areas, but is an effort to sift for the reader the most pertinent projects and results for a given objective. A few additional activities that supported the CSL's overall goal but were not attributable to a particular objective area are included at the end.

Please also note that while all Leader Activities have been completed at this time, several Associate Awards are still ongoing, as Associate Awards can remain open until October 9, 2013, if directed. In such cases, interim results are described.

Finally, in addition to the results by objective area and project, this report provides a listing of CSL projects by calendar year, showing the evolution of the portfolio over time; an overview of all Leader Activities and Associate Awards; and contains a concise Lessons Learned document as an annex, which distills Pact's learning across a variety of topics to inform future programming of similar type or mechanism.

Objective I: Establish Legal Frameworks to Protect and Promote Civil Society

Introduction

One of the foundational elements of a vibrant civil society is an effective legal and regulatory framework to establish the space in which civil society operates – the “third sector” that is neither business nor political activity. As the first objective of the Civil Society Strengthening LWA, this has been a key area for work over the course of the LWA’s implementation. While legislative change, including changes that affect civil society, has been a target of certain local actors’ advocacy supported by Pact under Objective 2, as well as related efforts by media partners supported by Internews under Objective 4, it is Consortium member and key thought leader the International Center for Not-for-profit Law (ICNL) who has engaged most often and most directly on questions of legal frameworks to protect and promote civil society through the life of the award. ICNL’s approach is somewhat different from other members of the Pact Consortium in that they generally provide direct commentary and analysis of existing and pending legislation to governments, working groups, civil society organizations, or donors; as a result, ICNL has relatively few host country offices, but works directly from Washington to provide remote or on site technical assistance. Their network of assistees and partners, in turn, has often played a key support role to Pact Consortium team members, in Kyrgyzstan, Tajikistan, Ukraine, and Ethiopia, among many examples, by offering interpretation of and in some cases legal defense under existing laws that affect Pact Consortium offices and/or local partners.

Blowback and Response

The past seven years have seen a remarkable and unfortunate global trend of governments using the legal frameworks that regulate civil society as a mechanism to suppress independent voices, particularly those critical of the regime, and to reduce the ability of Western donor countries to support host country citizens’ pressure on their own regime. Stemming from an increasingly sophisticated understanding by different governments of the ways in which donor assistance can penetrate civil society for “political” purposes (a term which is very much in the eye of the beholder), this global wave of pushback against the third sector shelters these regimes by giving them additional tools, such as deregistration, tax penalties, or burdensome audits, which they use to crack down on dissent. This also stifles Western calls for reform by presenting such calls as foreign and illegitimate, as there are fewer local actors available to take the lead in reform efforts. Many of the worst examples of such laws have been copied, from Russia to Kazakhstan to Zimbabwe to Ethiopia, as innovations in restrictive laws are shared by governments that view themselves in opposition to the democratizing agenda of Western donors. As a result, in most countries where projects have operated under this LWA, the emphasis has been on maintaining existing laws or amending new legislation to be less harmful and less of a step backwards, rather than making improvements. Nonetheless, some significant steps forward have been made, and in many cases, important defenses of existing legislative space for civil society have been mounted.

Leadership by the Pact Consortium

ICNL has been one of the global leaders in thought and action on the wave of restrictions of civil society, and has informed high-level partners including President Bush and the United Nations Human Rights Council as well as USAID Missions worldwide as to possible responses. One side note of their effort, in particular given their organizational structure, is that some of the new standards affecting USAID-supported work have had adverse impact on ICNL projects under this Objective. First, the “F

Indicators” that were standardized across US-supported international assistance do not offer the defense of existing legislative frameworks as a measurement tool; projects generally report on “improvements” made to laws and rules. The lack of “improvements” in laws in Central Asia or Ethiopia does not reflect the Pact Consortium’s failure, but rather, given the political environment there, many of their most successful advocacy efforts are softenings of new legislation that maintain at least some protections (see the description of the new Kyrgyz media law below for an example). A second difficulty has been in the implementation of the new marking and branding regulations – as ICNL operates openly and directly in even very hostile environments, part of their success is the perception that they are a neutral organization offering analysis for best practices, rather than associated with US foreign policy and pushing for reforms that favor US interests. While most USAID Missions have been inclined to exempt ICNL’s work in providing analysis and advice from branding restrictions, they have not been uniform in their interpretation of the enacting US law nor in their application of the presumptive exemptions, increasing the burden on Pact and ICNL.

Nonetheless, overall, despite the worsening political climate in many countries for US-supported civil society organizations, and the crackdown taking shape through restrictive legislation, the Pact Consortium, led by ICNL, has achieved a number of noteworthy results in programs addressing this objective, as detailed below.

Mexico Law Capacity Program

Location: Mexico

Size: \$5,269,451

Duration: November 16, 2006 – November 15, 2009

Implementing INGO(s): ICNL

Description: The Mexico Non-Governmental Organization (NGO) Law Capacity Project was a short-term project aimed to address the shortage of Mexican lawyers prepared to meet the legal needs of their country's civil society organizations (CSOs). The project featured original objectives of promoting independent research through a fellowship program and establishing new academic offerings in Mexican law schools on civil society law. A final objective was added late in the project period: clarification of the options available to a pro-democracy group in Mexico to become a legally registered organization. In a project period of just over one year, ICNL successfully completed all project activities designed to meet these objectives.

Results:

- **NGO Law Fellowships** - The dearth of specialists in civil society law in Mexico is most clearly reflected in the composition of a working group championing tax law reform for the sector, which lacks even one lawyer among its regular members. In order to build local capacity, ICNL developed a fellowship competition for Mexican practitioners and academics to research and write on issues of civil society law. Following a nation-wide competition, ICNL awarded four Research Fellowships: three to researchers based in Mexico, and one to a Washington, D.C.-based Fellow. ICNL supported the Fellows both financially and with extensive feedback on their draft papers.
- One paper, *The Social Audit: A Right of the Civil Society in Mexico*, identifies the many legal provisions which would support a role for CSOs in social audits, noting weaknesses and making recommendations for an improved legal framework that would provide funding for CSO

participation in the social audits. The paper was shared with a key Mexican congressman who indicated that he would propose legislation to establish a funding mechanism to support CSO involvement in the social audits.

- In January 2008, the Mexican National Institute of Social Development (INDESOL) published the Citizen Manual for Social Audits, based on the investigations carried out as an ICNL Research Fellow. The Citizen Manual is being introduced in a pilot program in five Mexican states for the purpose of promoting wider participation in social audits. It will also be used as a reference text in a specialized graduate level course being offered on transparency and civil society.
- A second paper, *Promotion of a Fiscal Agenda for the Development of Civil Society Organizations: A Systematic Assessment of the Mexican Experience*, documents the research, coalition-building and broad advocacy efforts of the working group, which culminated in an important victory for the CSO sector: inclusion of deductibility for corporate philanthropy in a newly-imposed business tax.
- Integrating NGO Law into Mexican University Curricula – At the start of the Mexico NGO Law Capacity Project, not one Mexican law school offered specialized instruction in civil society or NGO law. One of ICNL's primary objectives in this project was to partner with local law schools to introduce this subject, in this way helping to prepare new lawyers capable of providing direct legal services to CSOs and leading legislative reform efforts for the sector. As a result of this effort, several Mexican universities have introduced civil society law into their academic programs, and more courses are promised in 2008. One important feature of this success has been the role ICNL played in introducing law professors to international and Mexican experts who have contributed to teaching about civil society law. Most notably, it was through the ICNL workshop on teaching civil society law that the director of clinical education for the Instituto Tecnológico Autonomo de Mexico (ITAM) law school first met her own university's preeminent expert on civil society and philanthropy. In addition, ICNL introduced professors from Monterrey Tech to experts in civil society law from the U.S. and Canada.
- A final activity was incorporated into the Mexico NGO Law Capacity Project in late 2007 at the request of USAID: a report on the options available to a pro-democracy group in Mexico to register as a legal entity. The request was motivated by the difficulties a group supported by USAID faced in obtaining clear legal advice on how to register. The request itself reflects the limited capacity of the vast majority of Mexican lawyers to effectively advise civil society on the very complex and confusing legal framework in Mexico governing the legal establishment of NGOs. (Of course, the request also highlights the need for legislative reform to simplify this web of laws and regulations.) ICNL delivered the report to USAID on January 31, 2008. The report identified the requirements for registering an NGO in Mexico under four different legal categories of organizations. It also explained the legal requirements for inscription in the Registry of CSOs and for seeking “authorized donee” status (essentially, entitlement to issue receipts for tax exemptions on donations). In order to guide an organization in selecting among these legal forms and additional status options, the report addressed the consequences of each choice by describing the characteristics, benefits and unique obligations of each form or status. Finally, the report included a breakdown of the application process for each choice, identifying the relevant government agency, costs, and time frame.

Global Technical Assistance Program (GTAP)

Location: Global; Mexico, South Africa, Turkey, Rwanda, and others

Size: \$490,419

Duration: February 1, 2005 – September 30, 2008

Implementing INGO(s): ICNL

Description: The Global Technical Assistance Program (GTAP) was designed to address these problems by promoting and disseminating effective practices for NGO law reform. Throughout the original agreement and multiple extensions, this program has had several components: (1) country-specific assistance to support NGO law reform efforts, originally focused in Mexico and South Africa, both of which were identified as countries where targeted technical assistance would have maximum impact both locally and globally; (2) in-country and remote rapid response technical assistance at the requests of USAID Mission Offices and Local NGOs; (3) a fellowship program designed to strengthen local capacity; and (4) a Global Summit on NGO Law.

Results: GTAP provided assistance that supported NGOs in effecting an enabling environment for civil society through three specific components. The technical assistance aspect that was provided by the program impacted over 20 laws, regulations, and policies in 12 countries, spanning a geographical and political spectrum. From the start of the program, ICNL provided both remote and in-country technical assistance to Mexico and South Africa. The Global Rapid Response component allowed for remote technical assistance to be provided, at the requests of USAID Missions and local NGOs, on an incredibly timely basis – sometimes within a matter of hours to: Angola, Ecuador, Ethiopia, Ghana, Indonesia, Iraq, Peru, Rwanda, Sierra Leone, and Uganda. These initiatives both promoted progressive legislation, such as in Iraq, Mexico, and Rwanda, and addressed restrictive legislation, as was the case in Ethiopia, Peru, and Sierra Leone. In many situations, these initiatives involved multiple sets of comments on and analyses of legislation, especially in Rwanda, where GTAP provided assistance on 5 laws and regulations.

GTAP also served to assist the U.S. Government and the international community address the backlash against civil society. The program allowed for ICNL's participation in the UN Human Right's Council's session in September 2006, which led to assisting in the preparation of an internal paper on the issue for the Office of the High Commissioner. Also, in September 2006, President Bush convened a Democracy Roundtable for world leaders attending the UN General Assembly, in which ICNL participated as an information resource. At President Bush's request, ICNL worked with USAID and NGOs to develop a briefer, which was submitted to the White House, on how democratic countries might be able to work together to support civil society. On a more personal scale, ICNL organized the first-ever Global Forum on Civil Society Law, held in Turkey in November of 2005. The conference drew together leading experts from around the globe and focused on civil society law reform.

In addition to GTAP's profound international influence, it has also has had an impact locally. The program helped to strengthen local capacity by establishing a fellowship program to bring local experts within the field of civil society to Washington, D.C., to conduct research on methodologies for developing sound legal frameworks. The fellows then returned to their host countries, providing the US Government and ICNL with a network of in-country partners to assist with further programs. Fellows have continued to work on specific issues with the assistance of USAID Mission Offices.

NGO Rapid Response Mechanism

Location: Eurasia

Size: \$500,000

Duration: September 20, 2006 – September 20, 2009

Implementing INGO(s): ICNL

Description: Alarming, throughout Eurasia the climate for democracy is currently deteriorating, and States have chosen legal frameworks as their tool of choice to constrain civil society. Recently,

countries such as Russia, Belarus, Moldova, Kazakhstan and others have adopted or introduced legislation targeting civil society. This legislation impacts all NGOs. The Rapid Response Mechanism addresses this situation through three targeted project objectives: (1) develop a monitoring/tracking system to provide the USG and other stakeholders with data on the impact and implementation of NGO legislation; (2) provide technical assistance to address either: (a) restrictive NGO legislation, or (b) opportunities for favorable reform; and (3) develop a system of information-sharing and lessons learned among USG, international and local stakeholders and experts. The assistance provided through this project will be offered at critical junctures to safeguard legal space for civil society and civic participation in the Eurasia region.

Results: Although the project is ongoing, it has achieved several notable results already. ICNL developed the Monitoring Tracking Tool Guide (hereinafter referred to as “MTT”) to help countries assess the impact of enacted legislation. The customized regional MTT was tested in Russia and has helped to assess the impact of that country's new NGO Law. In December 2007, ICNL completed the *Analysis of the Impact of Recent Regulatory Reforms on NGOs in Russia*. The process of assessing the impact of the NGO Law while engaging the key stakeholders in defining objectives and methodology has paid off. The Russian Federal Registration Service (FRS) has accepted many of ICNL’s recommendations and has revised and substantially simplified reporting forms for Russian NGOs. Moreover, further plans for cooperation between FRS and ICNL have been defined and information about established mechanisms for cooperation is posted on the FRS official website.

ICNL has continued to monitor legislative developments in all countries in the Eurasia region. To ensure speedy and culturally appropriate interventions, ICNL relies on its Washington headquarters and also on partners in Kiev (serving Ukraine, Belarus, and Moldova), Tbilisi (serving Georgia, Armenia, and Azerbaijan), Russia, and Kazakhstan (serving Central Asia). Depending on the circumstances, ICNL has been available to prepare analyses of draft legislation, to provide in-person technical assistance, to provide implementation assistance or support legal consultations with the civil society sector, and to disseminate information among key stakeholders. Throughout the program, these experts monitor the development of new legislation and policies in their countries which may affect civil society, and notify ICNL in the event of a development which may warrant a rapid response. ICNL has also responded to inquiries sent by USAID and the Department of State.

ICNL has also maintained a legal “swat team” to respond to immediate requests, which has been activated numerous times already.

ICNL has completed updating surveys on taxation of NGOs in Kyrgyzstan, Armenia, Ukraine, Georgia, and Turkmenistan. This Tax Survey is expected to be published in fall 2008 and will address the need for comparative information on taxation of NGOs by many stakeholders in the NIS.

This September, in Ukraine, ICNL conducted an *International Workshop on Teaching Non-governmental Organization (NGO) Law*. Over 30 professors and ICNL experts from 12 countries, including some from Europe and the United States, participated in the event to share their experiences teaching NGO Law. The event was co-hosted by the Ukrainian Academy of Municipal Management, an educational institution of the highest level in Ukraine, which has successfully offered an NGO Law course – the first such course in Ukraine – for three years. The purpose of this workshop was to promote the development of NGO Law as an academic subject, and expand knowledge of NGO Law teaching methodologies. The event provided an opportunity for active exchanges of experiences and cross-border learning among representatives of academic institutions from across the region, and also introduced participants to new developments in the US, Canada, and Europe.

Legal Enabling Environment Program (LEEP)

Location: Global

Size: \$1,506,818

Duration: September 30, 2008 – September 29, 2013

Implementing INGO(s): ICNL

Description: This newly-awarded Associate establishes a mechanism to provide both on-site and remote assistance to requesting USAID Missions in analyzing draft or existing legislation and amendments, comparing those rules to regional and international best practices and cutting edge legal scholarship, and offering suggestions for edits to improve the law. The program will also include a Legal Fellowship component in which selected scholars from the civil society community of their country are brought to Washington for mentoring and research, producing a useful product that analyses a legal theme or problem as well as training the Fellow to serve as an ongoing resource in his or her home community.

Results: With award of the Associate Agreement made in October 2008, this project is still in the start-up phase.

Constructive Dialogue Initiative

Location: Ethiopia

Size: \$6,332,085

Duration: September 30, 2005 – March 31, 2010

Implementing INGO(s): Pact, ICNL

Description: The project, referred to as the *Constructive Dialogue Initiative*, is undertaken by Pact/Ethiopia in concert with USAID and the US Embassy. The first objective of this project, “*Enhanced Government-Civil Society Collaboration in Democratic Governance processes*,” aims to expand the availability of information and offer opportunities for stakeholders in government and civil society to come together to debate and discuss important issues of the day. The project aims to “target issues and processes that become the early focus of policy, legislation and development planning to establish initial traditions of real consultation and consensus building.” The Sub-Objectives are:

- 1) Support government reforms that advance good governance and democratization;
- 2) Advance initiatives to promote dialogue among civil society organizations and between civil society and government; and
- 3) Expand information on governance issues.

Objective Two of this project, “*Increased effectiveness of conflict management legislation, policies and practices, emphasizing government-civil society partnerships*” focuses on reinforcing conflict prevention and transformation efforts at the national level to complement ongoing peace-building work at the regional and local level. Its sub objectives are:

- 1) Support government and civil society initiatives to improve conflict-focused and conflict-sensitive legislation, policies and practices;
- 2) Promote improved understanding, linkages, coordination and collaboration among and between government and civil society conflict management actors at the national and regional level; and

3) Expand information to improve conflict responses.

Key partners include the Ministry of Federal Affairs and civil society organizations. The House of Federation, Ministry of Agriculture and Rural Development and the Ministry of Mines and Energy are also possible partners.

It is important to note that this project is designed to be flexible and responsive to critical windows of opportunity as they arise. Expected activities include special studies, roundtable discussions, workshops, TA, training and other short term activities that bring stakeholders together to discuss priority issues relating primarily to conflict and good governance. The CDI work plan is developed on a “rolling basis” around specific themes and/or grant activities once they are vetted and approved by USAID.

Results: The project is ongoing, but has already achieved some successes in addressing legal reform. It established a Media Forum which has energized the responsiveness of the news media in addressing issues of professional standards and reporting on sensitive topics. The existing media associations are widely viewed as political, and establishing sufficient trust and buy-in to allow the new Forum to come into existence has been a remarkable interim result. Concurrent with support for this dialogue process, Pact has built the networking and leadership capacity of the Forum, helping to mentor it through its early growth. The forum was originally established to be an avenue by which media professionals would be able to have a say in the then draft Press Law. They used to meet weekly to discuss issues in the draft law which, to some extent brought government and the media professional-private as well as government journalists- and the government to come together and work to make the law meet international standards.

CDI has also hosted numerous discussion forums at which NGOs and opinion leaders have discussed pending draft legislation. Informed by ICNL analysis of draft laws, several of which are draconian measures that pose a threat to the continued existence, let alone vibrancy, of the third sector, these meetings have outlined steps for pressuring the government on these issues, and played a significant role in coordinating both Western actors and local organizations in developing a response. While the draft laws remain quite negative in their restrictions and the subjectivity of their implementation, the fact that they have not yet been enacted is a testament to the pressures being mobilized by CDI partners and others. In this case, the success is not the establishment of a new legal framework, but maintaining an existing (though imperfect framework) in the face of a threat to significantly degrade the space for civil society through new legislation.

NGO and Media Legal Frameworks Program

Location: Central Asia

Size: \$5,269,451

Duration: November 16, 2006 – November 15, 2009

Implementing INGO(s): Pact, Internews, ICNL

Description: The Central Asia NGO and Media Legal Framework Program is designed to maximize responsiveness and flexibility in a changing and challenging environment. Program activities will be tailored to meet the needs and challenges in each country, while regional activities will encourage networking and build on experiences and lessons learned in the region, other CIS countries and elsewhere. Activities will be regularly adjusted to take advantage of political opportunities. While several key organizations in the region have been selected for targeted support, the program will also maintain a

small pool of grant funds to respond to innovative ideas and proposals from current partners as well as potential partners in the region.

The Program Goal is to improve the legal environment to allow for the free operation of NGOs. The Objectives of the Program are:

- 1) To support the development of enabling NGO legislation.
- 2) To increase the capacity of lawyers to assist NGOs .
- 3) To promote public discussion of legal and policy issues relating to civil society and NGOs.
- 4) Improve the legal and regulatory framework for media.
- 5) Increase the capacity of media to operate under restrictive laws.
- 6) Improve access to and stimulate public discussion of media law information and issues.
- 7) Increase demands for democracy in Tajikistan by supporting three large-scale advocacy campaigns.

Results: While the project is ongoing, despite working under extremely difficult circumstances, it has already achieved some results in addressing the imperfect and increasingly restrictive legislation governing civil society and regulating various forms of media in Central Asia. Internews has assisted local actors in securing the passage of one new law in Kazakhstan and two in Kyrgyzstan which help to regularize the public provision of frequencies and the codes for regulating internet usage.

The whole project is heavily influenced by the will of the authorities in each country to reform their media legislation, which has not been positive recently. In Kazakhstan, agreement has been secured with the relevant ministry for revisions to the law “On Media,” with 9 of 24 suggested amendments so far made acceptable, including the abolition of the registration requirements for electronic media. In addition, at the initiative of the Ministry of Internal Affairs, the authorities intend to change the means of punishment of journalists for libel and defamation from imprisonment to social works.

In Kyrgyzstan, a new law was passed “On Television and Radio Broadcasting” which contains provisions that further restrict media freedom in Kyrgyzstan. However, to respond to public criticism regarding some of the law’s provisions, immediately after the adoption of the law, the President ordered the Ministry of Culture and Information to develop amendments to address that criticism. The public pressure concerned came from Internews and its partners, who also contributed a 63-page comparative table containing 58 points suggesting necessary changes, accepted by a government working group. Thus, Internews’ and its subgrantees’ efforts have been successful in softening the negative effects of the newly adopted restrictive law. Those efforts (1) forced the President to immediately order amendments, and (2) Internews and its subgrantees have been closely involved in developing the amendments themselves.

In Tajikistan, Internews and its partners have been actively involved in the work group on amending the main Tajik law governing media – the obsolete, yet still in force, law “On the press and other media” which was adopted back in 1990. Internews has proposed some 20 points suggesting necessary changes, 12 of which have been reflected in the final joint civil society proposal for amending the law “On the press and other media”. The proposal has been submitted but is yet to be reviewed and possibly approved by the Parliament.

Over the period to date, ICNL has achieved 5 positive changes to civil society legislation in Kazakhstan, 5 positive changes in Kyrgyzstan, 6 in Tajikistan, and despite a strongly negative political environment, 3 positive changes occurred in Turkmenistan and one in Uzbekistan with ICNL assistance.

Among these, two of the most significant are the new Kyrgyz Tax Code, which was adopted by the Parliament and is waiting to be signed by the President, and the new tax code in Uzbekistan. The Kyrgyz Code provides remarkable new benefits to charities and their supporters. The Kyrgyz Law on State Social Contracting was adopted in July 2008, and provides for a base for local Government funding of NGOs. The new Uzbek Tax Code as of January 1, 2008 had preserved all tax preferences available to NGOs in Uzbekistan, under the old law. Specifically, NGOs are exempt from income tax on all types of income, other than generated from entrepreneurial activities (sales of goods or services). For example, membership fees, donations, government's subsidies, or grants will be considered tax exempt income for NGOs. Besides, all profit from entrepreneurial activities of enterprises established by NGOs is exempt from taxation, in part, transferred to a founding NGO on its statutory activities. Furthermore, if an NGO is not involved in entrepreneurial activities, they are exempt from VAT (Value Added Tax), property tax, land tax, water usage tax, social Infrastructure tax, Road tax. Commercial entities also enjoy one percent deduction from the taxable income on donations to environmental, health and charitable funds, organizations of culture and sport. All of these preferences were in question, and required good arguments to remain in place, during the drafting process. (ICNL's Local Partner, and ICNL had been working with the members of the official drafting group on these matters for almost two years.)

Aside from their comments on and support to discussions of draft and existing legislation, ICNL is supporting local organizations' capacity to analyze, understand, and engage with government on topics of civil society legislation through ongoing services and standing provision of information. Approximately 1400 NGOs and civil activists continued to benefit from ICNL's educational and informational support, including nearly 400 in Kazakhstan; 365 in Kyrgyzstan; 400 in Tajikistan; 18 in Turkmenistan; and 216 in Uzbekistan. ICNL provided technical support and assistance with over a dozen laws and proposed laws. In Tajikistan, over 200 groups which had to terminate their activities following enactment of the new law on public associations registered their NGOs with assistance from ICNL. The Turkmen Government has committed to a major international conference on NGO law in November. ICNL's web page on the NIS region became more use friendly, and contains more resource materials for each Central Asian country.

Creating an Enabling Legal Environment for Non-governmental Organizations

Location: Iraq, Jordan

Size: \$38,281

Duration: March 2004 – June 2004

Implementing INGO(s): ICNL

Description: In this project, ICNL provided technical legal expertise to a working group comprised of USAID and Coalition Provisional Authority (CPA) advisors on revising adopted Order No. 45 on Non-Governmental Organizations before the transition of governing authority on June 30, 2004.

Results: As a result of ICNL's technical assistance, the working group was successful in producing a new draft order that, with some further revision, can serve as the basis for an Iraqi law governing NGOs that is consistent with international best practice and a model in the region. Among other things, the new Revised Draft Order:

- provides for the formation, registration, operation, accountability, and general lifecycle of all types of NGOs in Iraq;

- clearly defines types of NGOs, including domestic associations and foundations, covered by the order;
- articulates rules for internal governance of organizations;
- provides that NGOs may engage in a broad range of permissible activities, including fee generating activities to promote self-sustainability; and
- replaces the burdensome registration requirement of existing Order No. 45 with clear and simple rules for registration.

Of perhaps equal or greater significance, the project involved one of the most participatory law drafting processes in the CPA's tenure. In the face of a deteriorating security environment, working group members informed hundreds of Iraqi and foreign NGO representatives on the law drafting process and solicited their comments during weekly meetings with the NGO community. A number of NGOs provided comments, which significantly improved the Revised Draft Order. This process serves as a model of democratic law drafting, which can be expanded and continued under the interim government.

As of project close (June 24, 2004), Ambassador Bremer, former CPA Administrator, had declined to sign further orders, and decided instead to allow the Iraqi Interim Government (IIG) to legislate on the pending issues as it deemed appropriate. As a result, the revised draft was not adopted by the CPA. However, a number of the new Ministers, some of whom were members of the working group, supported enactment of the Revised Draft Order as an Iraqi law. ICNL provided suggestions for how the draft might be simplified and improved in connection with this effort.

Objective 2: Increased Citizen Participation in Policy Processes, Implementation, and Oversight of Public Institutions

Introduction

To some extent, all of Pact's activities under the Civil Society Strengthening contain, as an element of their design, a desire to better enable participation in governance and decision-making. Almost any project conducted under the LWA could therefore be linked to this objective – establish a legal framework for civil society may structure and enable public participation, or increasing information flows may allow less costly and more confident participation by informed CSOs. For the most part, however, activities designed primarily with the objective of increasing citizen participation in policy processes and oversight have been supported by individual Missions as Associate Awards.

Linkages and Participation

Several themes have emerged from Pact's work in support of this objective. One of the foremost has been, across a variety of contexts, the importance to citizen participation and monitoring of the development of networks or coalitions, and the linkage of those coalitions to "constituents" who represent the communities whose participation is sought. This implies not only better information sharing and coordination of activities between NGOs, but also a broadening of the "big tent" under which advocacy fits, to include stakeholders ranging from traditional elders to religious leaders to businesses. Such a process is often threatening to established NGOs, who worry that they will create competitors for funding, and may also frustrate groups that have a clear vision for action and must delay for consensus-building and coordination. However, where networks are strengthened, their advocacy efforts have taken advantage of their increased leverage and legitimacy to more effectively push for various policy and legal changes.

Participation Despite Obstacles

A second theme has been the way in which citizen participation is supported in non-permissive environments. While relatively few of the projects under this LWA have taken place in non-permissive environments, support for citizen participation in policy processes in countries such as Ethiopia, Belarus, or Tajikistan have required a more nuanced approach. Whereas in most projects, Pact emphasizes the need to agree on a strong platform and identify champions in government to support it, in non-permissive environments the focus is more often on identifying apolitical wedge issues that can be used to demonstrate to the public that participation can improve their daily lives, while avoiding active repression from governments by avoiding expressly political topics. Such programs often require reaching out beyond those CSOs that have a track record of accepting Western support and articulating pro-West positions, as they are often entrenched political actors. Reaching out to CSOs oriented toward service provision, or grassroots organizations with good relationships with local government bodies, has proven more effective at revitalizing the leadership of the third sector, in order to strengthen the position of civil society in the public's eyes.

Adjustments of Scale

The third theme to have emerged strongly from Pact's work under this objective is the importance of targeting support for monitoring and participation to various levels of governance. While context

dependent, a commonality to all of the projects listed herein has been the importance of tailoring everything, from the advocacy message of campaigns for participation, to the size of subgrants issued, to who is used as a mentor or trainer, to the locus of participation or monitoring sought. In Tanzania, for example, the Public Expenditure Tracking Survey methodology was aimed at a very grassroots implementation of monitoring, and Pact therefore had to develop materials for PETS training that could be posted in market squares and explained through graphics more than text. By contrast, in Kenya, with a focus on strengthening national reach of advocacy for public input into regulations, Pact utilized sophisticated trainings on media relations that prepared NGO partners for live talk radio or television.

Specific projects and activities under the LWA in support of this objective included:

Advancement of Civil Society Participation in the Community of Democracies

Location: Chile; Global

Size: \$172,124

Duration: October 1, 2004 to March 31, 2006

Implementing INGO(s): Partners of the Americas

Description: In preparing for the 2005 Community of Democracies (CD) meeting in Santiago, Chile, the CD process recognized the need to strengthen the dialogue among key stakeholders, including civil society. At previous Ministerial meetings, held in Warsaw, Poland in 2000 and Seoul, South Korea in 2002, civil society actors held parallel forums to discuss democracy-related issues and issue proposals to the nearly 100 participating countries that had gathered to formulate shared democracy-related principles. However, in order to increase the effectiveness of civil society participation in the Community of Democracies process, an Executive Secretariat (ES), Corporación PARTICIPA of Chile, was established to coordinate an ongoing global democracy dialogue that provides input into the CD process. The ES coordinated worldwide dialogues with social and political actors representing the following regions: (i) Asia, (ii) Europe, (iii) Latin America, (iv) North America, (v) Middle East and North Africa, and (vi) Sub-Saharan Africa. These regional dialogues were then followed-up by the organization and execution of the Final Non-Governmental Meeting and the collaborative drafting of the global proposals document.

This project contributed to the strengthening of the Community of Democracies through the development of this civil society counterpart, which sought to raise both government and non-government awareness around the need to implement prior commitments. In addressing central democratic deficits, civil society designed a strategy ensuring their inclusion in the Santiago Plan of Action and subsequent follow-up at the national level. This was achieved through the advancement of a sustainable process of dialogue and collaboration with governments. Specifically, the project aimed to: advocate and lobby governments for the inclusion of civil society concerns and democracy proposals in the CD process; promote and strengthen regional and global civil society networks working in the CD; and disseminate CD information to a broad group of social and political actors at the regional and global levels. Through two no-cost extensions, the project placed an increased focus on sustainability of the Non-Governmental Process.

Results: Partners of the Americas' project Advancement of Civil Society Participation in the Community of Democracies nurtured a significant role for Civil Society Organizations (CSOs) in the process leading up to the III Ministerial Meeting and in the meeting itself. Through its support for networking, information sharing, and strategic coordination, non-governmental organizations were able to participate in planning meetings, share news and information with members and stakeholders, and greatly broaden

the perspectives included in the Community of Democracies discussion. For the first time, 70 of those civil society representatives were able to participate directly with governments in that meeting. Those 70 representatives came to the table with a common agenda and voice, thanks to the preparatory work in the regional and pre-ministerial meetings. They and their partners Participa also set a precedent for the organization of the CSO community that will enable its leaders to continue a sustained and focused effort to include civil society in ongoing discussions.

While some participants did not feel that civil society was fully considered during the III Ministerial Meeting, their presence has set a precedent for future meetings. In addition, the Non-Governmental Process had 37 of their own proposals included within or coinciding with other proposals in the Santiago Final Declaration. New relationships with the Convening Group governments and the official transfer of the ES for the Non-Governmental Process have set the stage for continued advancements of civil society in this process.

The inclusive nature of the seven regional workshops and the formulation of proposals for governments were particularly ground-breaking. Over 230 non-governmental organizations participated in the regional meetings. Of these, 80 organizations were also present in Chile for the preparatory and Ministerial meetings. The publications *Voices from the Regions* and *Making Civil Society a part of the Community of Democracies* will continue to be resources for both civil society actors and governments and is one of the Non-government process's most important products to date.

The ES also recognizes the importance of some of the more intangible accomplishments of the process. The ES and other non-governmental actors worked very hard to maintain a strong relationship with the Convening Group governments and to push for an integrated Ministerial Conference, and were met with goodwill from the Convening Group, including the Chilean and U.S. governments. This new relationship with the Convening Group governments, apart from the success of having a joint government-civil society conference, represents an important achievement that contributes to the sustainability of the Non-Governmental Process.

Consensus Building around Justice System Reform

Location: Mexico

Size: \$10,580

Duration: September 2007 – January 2008

Implementing INGO(s): Pact, Center for Civic Collaboration

Description: The objective of this project was to support the Mexican Congress, executive branch, judicial branch, legal community and civil society in building consensus around currently proposed judicial reforms. To assist the due deliberative process and ensure inclusive dialogue, CCC was asked to conduct a series of consensus-building exercises to help stakeholders find common ground among their interests and arrive at solutions that bring consensus around justice reforms.

CCC was considered as uniquely positioned to provide such support, as it has developed relationships of trust with legislators from all political parties. During 2007, CCC conducted two intensive trainings in Negotiation and Consensus Building with legislators from all political parties represented in Congress, including key members of the Justice Committee in the Chamber of Deputies. Following this training, the president of the committee requested the support of CCC to facilitate consensus building toward a judicial reform. Moreover, because CCC has no substantive agenda in the constitutional reforms, none of the key actors felt threatened by the Center.

Results: Under this project, CCC worked to enhance consensus building among key stakeholders and greater coordination between the Senate and the Chamber of Deputies through:

- A report summarizing key concerns and perspectives of 17 legislators from different political parties, which was presented in a formal session in the Justice Committee of the Chamber of Deputies. This report highlighted the risks of having two parallel processes and recommended the creation of a multiparty consensus building taskforce with Deputies, Senators and experts.
- One-on-one conversations to advance the recommendations contained in the report.
- One-on-one conversations with key stakeholders during negotiations.

These activities led to:

- Greater awareness of the risks of deadlock created by two parallel processes.
- Greater understanding of the shared concerns and differences among legislators from different political parties and key stakeholders.
- Increased commitment to dialogue and consensus building among legislators and key stakeholders.

Tanzania Advocacy Partnership Program (TAPP)

Location: Tanzania

Size: \$5,542,989

Duration: December 4, 2001 – September 30, 2005

Implementing INGO(s): Pact, ICNL, CIPE

Description: The project focused on strengthening CSO capacity to represent public interests to the Government of Tanzania on health, environment, and private sector policy issues, while fostering an enabling environment that will support CSO-government partnership. To this end, TAPP worked closely with national and local CSOs and CSO networks to develop their organizational and financial capacity, equip them with the skills to sustain advocacy efforts, and develop an indigenous cadre of trainers and capacity builders. The Pact team focused on supporting proactive and sustained advocacy by civil society through customized technical assistance, training, mentoring, and grants.

Pact's trademark organizational capacity assessment (OCA) methodology, adapted and applied to the Tanzanian context, enabled the Pact team to design interventions addressing common obstacles encountered by Tanzanian CSOs in representing community interests through public consultative mechanisms. The vast majority of Pact's local partners demonstrated substantial improvement in their own capacity to deliver advocacy services by strengthening their governance, financial management, sustainability and external relations. Capacity building efforts were accompanied by a small grants fund to help select CSO organizations undertake targeted advocacy activities.

Another TAPP activity was to raise awareness among the CSO community about its role in a democratic society. The Legislative Roadmap Manual for CSOs presents the complexities of the policymaking and legislative processes in laymen's terms. These manuals identify points in the legislative process that provide windows of opportunity for advocacy, and offer a toolkit of possible interventions. Published in both Kiswahili and English, the manuals have been distributed nation wide and have been serialized in both the English and Kiswahili press.

TAPP also supported the establishment and development of the Tanzania Advocacy Support Center, whose aims are to enhance CSO research, analytical, communications, and information exchange skills on issues of policy and good practices.

Results: TAPP developed two sectorally focused organizational capacity assessment (OCA) tools—one for HIV/AIDS NGOs and one for environmental CBOs—in consultation with 17 national and local organizations. Using these tools, the program trained 46 Tanzanian consultants in the OCA facilitation process and the implementation of participatory capacity assessments. OCAs were completed for more than 34 Tanzanian NGOs/CBOs as well as four national and eleven regional business associations.

Through dozens of workshops for more than a thousand total participants, TAPP helped numerous CSOs to successfully develop and implement strategic plans, business models, and advocacy campaigns. Advocacy roundtables allowed partner CSOs to analyze their experiences and share best practices in advocacy campaign planning and implementation. TAPP conducted various leadership and advocacy skills training activities with women members of the House of Representatives in Zanzibar, including forums for sharing ideas and strategies on representing their constituents' interests.

Pact's partner, CIPE, facilitated the creation of local business coalitions in 33 districts to develop and implement advocacy strategies. In each district, CIPE partnered with the Tanzanian Chamber of Commerce and Industry to organize public-private dialogue meetings and business roundtables that brought together key public and private sector officials.

TAPP disbursed over \$182,000 to six partners for advocacy activities, including the first-ever campaign implemented by a network of NGOs on legislation affecting the enabling environment, a campaign developed by student artists to popularize the messages from the national HIV/AIDS policy, and a film on the juvenile justice system focusing on children's rights.

In an effort to improve the credibility of NGOs in Tanzania and to promote a more enabling environment in which to operate, Internews and Pact conducted a media campaign that helps journalists and media outlets to better report on CSO success stories and provides training and resources to CSOs for more effective media outreach.

TAPP published 15,000 copies of the Legislative Roadmap, a two-volume civic education manual, in Kiswahili and English, explaining the functions of the branches of government, the lawmaking process, the budget making process, and the role of civil society in influencing government. In addition, the program completed the six-manual Advocacy Expert Series, which addressed Policy and Law Making in Tanzania, Civil Society and Advocacy, Media Relations, Building and Maintaining Networks and Coalitions, Community Mobilization, and Gender Mainstreaming.

Accountability through Citizens, Civil Society Organizations, and Watchdog Institutions (AWATCH)

Location: Zambia

Size: \$5,250,000

Duration: September 13, 2004 – September 30, 2007

Implementing INGO(s): Pact

Description: The project had three main components - to manage and lead the multi-donor Parliamentary Reform Project (PRP II), in full collaboration with the National Assembly and its reform

committee, and with funding donors, including USAID/Zambia; to manage and lead the USAID/Zambia Anti-Corruption Initiative (ACI), in collaboration with the Office of the Clerk of the National Assembly; and to manage and oversee sub-grants to local organizations in relation to citizen demands for accountability and in relation to HIV/AIDS initiatives related to Democracy and Governance.

Results: Through its implementation, the program provided advocacy training and capacity building to local institutions including the establishment of 40 advocacy committees called Constituency Liaison Committee on HIV/AIDS. Training under the program also increased awareness in communities of corruption and its manifestations, and increased awareness of HIV/AIDS leading to increased number of people going for voluntary counseling and testing (VCT). The program also increased the legislators' and community leaders' involvement in HIV/AIDS' issues campaigns and debates on HIV/AIDS issues in the Parliament. Pact Zambia, through the program, also formulated policies and increased efforts around improved governance documentation of HIV/AIDS' issues.

The interventions under the watchdog component involved sponsoring the civil society organizations to participate in debates of national interest. That is advocating of improved policies, participations in national programs development and indeed providing oversight on behalf of the citizenry. The program supported public media debates known as "The Growing Democracy in Zambia" prior to the 2006 elections, which focused on policies and practices affecting everyday life, i.e. health service user fees, charges for schooling, fertilizer, procurements, cross border activities). The program played a vital role to the contribution to the free and fair elections in 2006 and reduced elections petitions. A second portion of the program sensitized citizens to accountability issues and offered analysis of policies, as well as training four organizations on a joint media platform. A number of advocacy campaigns on accountability issues were conducted and reached the appropriate authority for action. As a result of these interventions an increased number of CSOs engaged in dialogue for policy input was registered.

Building Organizational Networks for Good Governance and Advocacy (BONGA)

Location: Tanzania

Size: \$5,067,390

Duration: September 30, 2005 – September 29, 2008

Implementing INGO(s): Pact

Description: The Building Organizational Networks for Good Governance and Advocacy Program (BONGA) was a four-year program aimed at increasing public participation in political decision-making and holding government accountable. To prepare civil society organizations to play a role in improving the Government of Tanzania's accountability, the Program supported the development of civil society capacities through a variety of activities, including: developing the institutional capacities of civil society organizations and citizen groups, providing a strong basis for their advocacy activities, and strengthening CSO networks and linkages, with a special emphasis on partnerships with local government offices for accountability. The project included the introduction of a Public Expenditure Tracking Surveys (PETS) methodology, in which multiple CSOs were trained, as well as related training in investigative journalism and support for research for numerous journalists, both of which combined to reinforce watchdog efforts by citizens and combat corruption.

Results: Under the PETS portion of the program:

- There are now a total of 91 PETS Committees operating in 65 districts through out more than half of Tanzania.

- Some journalists from both print and electronic media were trained on PETS skills and how to work with CSOs to publish findings from PETS activities.
- Increasingly we are witnessing strong support from local authorities at regional and district levels
- GOT has mainstreamed PETS, adopting Pact guideline PETS guidelines as official guidelines
- Public expenditure notice boards have been installed in 367 villages up to the end of September 2008.
- Two Manuals on PETS were published: Engaging Communities and Civil Society Organizations in Public Expenditure Tracking developed by Pact and a Kiswahili guide on PETS called Mwongozo Wa Ufuatiliaji Fedha Za Umma which was developed by the NGO Policy Forum with some input from Pact.

Additionally, through training, technical assistance and mentoring, Pact has built the capacity of CSO's to organize and undertake advocacy and increase the level of citizen participation in governance issues. In the long term, Pact seeks to create the conditions under which many active CSO's are advocating for key policy reforms and turning the government's attention to issues of public importance

The second set of results relates to media engagement in anti-corruption and good governance. Journalists play an important role in combating corruption by monitoring government and private sector activities. Pact in collaboration with two media institutions; the Media Institute of Southern Africa and Journalists Environmental Association of Tanzania conducted training for journalists and editors in topics such as investigative journalism in corruption and good governance, IJ in natural resources management and IJ in public procurement. There was also one training for editorial cartoonists and photographers on their role in reportage of corruption-related material. Media owners, managers and editors attended roundtable discussions on their role reporting on corruption and good governance practices in the country.

- The number of stories about corruption appearing in the press continued its dramatic upward trend.
- A total of 7547 articles on corruption and anti-corruption issues were written in various newspapers.
- 314 journalists were trained during the life of the program.
- At the inception of the program, Tanzanian newspapers were publishing only about 20 corruption-related stories per month; today, the figure goes around 314 per month.
- Several of the journalists trained by the program were involved in breaking the story of the Richmond scandal and External Payments Account (EPA)
- Responding to our success, other donors (Norway) have begun funding long term programs in Investigative Journalism focusing on governance in natural resource management.

Kenya Civil Society Strengthening Program (KCSSP)

Location: Kenya

Size: \$13,005,351

Duration: September 18, 2006 – September 17, 2009

Implementing INGO(s): Pact, Internews

Description: Since the success of civil society organizations (CSOs) in the 2002 elections, their effectiveness has somewhat diminished. Many civil society leaders joined government, leaving a leadership gap, while other CSOs have become factionalized and unable to reach common ground regarding priority areas for advocacy. While some CSOs remain strong and vibrant, overall Kenya's civil

society sector is not as effective as it could be in demanding and supporting reform – and some have difficulty playing a watchdog role over the GoK. Pact developed the Kenyan Civil Society Strengthening Program (KCSSP) to strategically target those NGOs and other civil society actors with the greatest potential to build large constituencies for critical reforms needed in the democratic governance and natural resource management (NRM) sectors.

Since the 2006 Kenya elections and the violence following the disputed results, KCSSP has also taken on a greater role in support for organizations working on electoral and political processes and to defuse cross-ethnic conflict in Kenya. These additional components, as well as the original DG and NRM advocacy and subgrant support, are included in a pending three-year extension for the program.

The initial three-year program was approved in September 2006 and works nation-wide throughout Kenya to achieve:

- Improved leadership and governance of Kenyan CSOs
- Enhanced ability of CSOs to build and work within coalitions and speak with a shared voice
- Improved quality and quantity of services delivered to CSO constituents
- Improved long term viability of CSOs

Results: KCSSP is an ongoing project, but has already achieved notable interim results. Under KCSSP, approximately 80 subgrants have been issued to Kenyan CSOs in support of advocacy activities. These have included helping NRM partners conduct value chain analysis to determine the most important policy changes to advocate for; local-level efforts at establishing reconciliation committees after the election violence; and broad national campaigns to pressure Parliament for legislative changes ranging from land tenure regulations to tougher laws combating violence against women. KCSSP supported a range of legislative initiatives, including support to Parliament and monitoring issues such as inclusion of gender considerations in all legislation. Specific initiatives included: Conflict Management Policy, Constitutional review, advocacy for a Land Law, Wildlife bill, Political Parties Bill, Women’s Care Work Bill, revised Electoral Law. Implementation of recently passed legislation included: the Forestry Act, the Sexual Offences Act. Other initiatives focus specifically on inclusion and participation of women, youth, religious minorities and other vulnerable groups in the political process. Several grants were designed to involve local communities in input in and monitoring of devolved funds. Support to the Coalition for Accountable Political Finance resulted in the passage of the Political Parties Bill in September 2007. This bill provides for registration and accountability in reporting political campaign fund-raising and expenditures.

Constructive Dialogue Initiative

Location: Ethiopia

Size: \$6,332,085

Duration: September 30, 2005 – March 31, 2010

Implementing INGO(s): Pact, ICNL

Description: The project, referred to as the *Constructive Dialogue Initiative*, is undertaken by Pact/Ethiopia in concert with USAID and the US Embassy. The first objective of this project, “*Enhanced Government-Civil Society Collaboration in Democratic Governance processes*,” aims to expand the availability of information and offer opportunities for stakeholders in government and civil society to come together to debate and discuss important issues of the day. The project aims to “target issues and processes that become the early focus of policy, legislation and development planning to establish initial traditions of real consultation and consensus building.” The Sub-Objectives are:

- 1) Support government reforms that advance good governance and democratization;
- 2) Advance initiatives to promote dialogue among civil society organizations and between civil society and government; and
- 3) Expand information on governance issues.

Objective Two of this project, *“Increased effectiveness of conflict management legislation, policies and practices, emphasizing government-civil society partnerships”* focuses on reinforcing conflict prevention and transformation efforts at the national level to complement ongoing peace-building work at the regional and local level. Its sub objectives are:

- 1) Support government and civil society initiatives to improve conflict-focused and conflict-sensitive legislation, policies and practices;
- 2) Promote improved understanding, linkages, coordination and collaboration among and between government and civil society conflict management actors at the national and regional level; and
- 3) Expand information to improve conflict responses.

Key partners include the Ministry of Federal Affairs and civil society organizations. The House of Federation, Ministry of Agriculture and Rural Development and the Ministry of Mines and Energy are also possible partners.

It is important to note that this project is designed to be flexible and responsive to critical windows of opportunity as they arise. Expected activities include special studies, roundtable discussions, workshops, TA, training and other short term activities that bring stakeholders together to discuss priority issues relating primarily to conflict and good governance. The CDI work plan is developed on a “rolling basis” around specific themes and/or grant activities once they are vetted and approved by USAID.

Results: The project is ongoing, but has made significant strides in raising the participation of civil society. It established a Media Forum which has energized the responsiveness of the news media in addressing issues of professional standards and reporting on sensitive topics. The existing media associations are widely viewed as political, and establishing sufficient trust and buy-in to allow the new Forum to come into existence has been a remarkable interim result. Concurrent with support for this dialogue process, Pact has built the networking and leadership capacity of the Forum, helping to mentor it through its early growth. The forum was originally established to be an avenue by which media professionals would be able to have a say in the then draft Press Law. They used to meet weekly to discuss issues in the draft law which, to some extent brought government and the media professional-private as well as government journalists- and the government to come together and work to make the law meet international standards. Now that the law is enacted, it was deemed important that the forum be legalized. Pact has therefore been working with the forum in preparing Articles of Incorporation which is now in the Ministry of Justice to have the forum registered. This will ensure continued work because the new CSO legislation criminalizes working with unregistered organizations-formal or informal. Moreover, the fact that the forum is going to get legal personality will be of great importance for the development of the profession as the main purpose of the forum is to help media personnel with capacity building activities.

CDI has also supported citizen advocacy by hosting numerous discussion forums at which NGOs and opinion leaders have discussed pending draft legislation. Informed by ICNL analysis of draft laws, several of which are draconian measures that pose a threat to the continued existence, let alone vibrancy, of the third sector, these meetings have outlined steps for pressuring the government on these issues, and played a significant role in coordinating both Western actors and local organizations in developing a

response. Pact has financially and technically helped the CSO Task Force in its attempt to have a discussion with the government as far as the new draft CSO legislation is concerned. They held two roundtable discussions with representatives of 11 sectoral Ministries. Moreover, the Task Force had commissioned researchers to have three researches done. The researches were on the CSO/NGO contribution to the development of the country, the need for a policy framework and to bring to the government's attention provisions that were really restrictive and need improvements. While the draft laws remain quite negative in their restrictions and the subjectivity of their implementation, the fact that they have not yet been enacted is a testament to the pressures being mobilized by CDI partners and others.

More recently, CDI has begun to address the obstacle of participation that arises from conflict. In August, Pact/CDI signed a memorandum of understanding, with the Council of Elders. The Purpose of the Agreement is to establish a collaborative effort between the organizations to assist peace processes and create space for dialogue between conflicting and/or opposing parties in Ethiopia. Support for these processes requires strategies for constructively interacting with conflict dynamics where the challenges are formidable. When these strategies are developed with the benefit of the full range of international experience, both good and bad, they are more likely to avoid mistakes and replicate successes. Strategies are also more successful when their objectives are not only building confidence and space for dialogue but also include bringing specific improvements to the institutional, legal, policy and procedural factors that are the sources of tension, disagreement and grievance between the conflicted parties. The Council of Elders is clearly a local model and structure that has had and continues to have a significant impact on support to peace and dialogue processes in Ethiopia.

Organizational Development Support

Location: Western NIS (based in Ukraine)

Size: \$9,484,835

Duration: September 30, 2005 – September 30, 2008

Implementing INGO(s): Pact, Internews, ICNL, NDI, RTI, Solidarity Center

Description: The Organizational Development Support (ODS) program aims to increase well-informed citizen participation in civic and community-based initiatives in the Western NIS. The program strengthens the capacity and effectiveness in NGOs, informal groups, and individuals as leaders in civic engagement, and also increases the flow of objective, fact-based reporting within the Western NIS through support to independent media outlets and associations.

Results: This project is ongoing, but has already achieved a number of important results in this objective area. First, the coalition led by Pact has revitalized the coordination of both implementers and donors working in the area, resulting in a much more coordinated approach to encouraging public participation. Secondly, during local elections in 2006, shortly after the program launch, the Pact Consortium was able to offer support for CSOs to put forward the interests of their constituents and to monitor, despite a generally closed environment, the quality of the elections, though these were not deemed free and fair.

Pact is conducting training for civic leaders, encouraging them to develop programs that allow participation and to play leadership roles in refocusing civil society on service delivery (both their own and monitoring that of government). Concurrently, the Solidarity Center's support for independent trade unions and training them on both constituent outreach and collective bargaining under repressive conditions; RTI's development of linkages between local government associations and CSOs throughout the region; NDI's technical and material assistance to CSOs for organizing and advocacy purposes; and

Internews' support for independent media voices and alternative methods for distribution of news and opinions (primarily fitting under LWA Objective 4), are all supporting complementary aspects of civic participation. While monitoring of government behavior is difficult under such non-permissive conditions, ICNL's active network of lawyers defending CSOs from arbitrary deregistration and other forms of harassment has constituted direct pushback on behalf of independent organizations, further strengthening the participatory role of civil society in addition to embodying the effort under LWA Objective 1 to establish strong legal frameworks for civil society.

Strengthening Civil Society Participation in the Governance Process

Location: South Africa

Size: \$4,386,020

Duration: September 24, 2003 – August 31, 2007

Implementing INGO(s): Pact, IDASA

Description: Pact and local partner Idasa created new synergies to strengthen the capacity of civil-society organizations to participate effectively in local government. This was achieved by training CBO leaders to engage local councils effectively in development and implementation of local government policies and plans so that they meet the development needs of their communities; increasing the capacity of key local-council personnel and local civil society leaders to jointly manage the changing local government-civil society relations; and by training key CBO personnel in skills needed to qualify for government tax benefits and government grants. A second component, the Strengthening the Capacity of Criminal Justice and Victim Empowerment CSOs program enabled designated CSOs to improve the effectiveness and sustainability of their participation in establishing an ongoing victim support and empowerment system in South Africa. This component focused on CSO sustainability and networking skills. This component of the project works with 13 CSOs throughout South Africa. Pact also issued subgrants for civil society activities directly to several subgrantees, identified through the second component of the project.

Results: The project completed several phases and, despite having to close earlier than originally planned due to funding shortfalls in the USAID/South Africa office. Its initial results included:

- the percentage of CBOs whose members participate on Ward Committees or other mechanisms for public participation have increased from 24% at the start of the project to 84% at the end of the project;
- The number of CBOs that participate in municipal Integrated Development Planning processes have increased from 11 to 27 during the duration of the project; and
- The participating CBOs have raised an amount slightly over \$1,400,000 from private and government sources during the duration of the project. That is a very significant amount of funding in the South African context.

Idasa also conducted leadership training and coaching of a number of NGOs, and eventually was able to issue its own subgrants to local organizations for investigative journalism trainings and reporting. Idasa implemented their work with CBOs in a second phase in four clusters. In all the districts Idasa works with three municipalities and not all the municipalities within a district. Results for the second phase were not as strong as the first, though considerable increases in participation and local fundraising were achieved, due to the interruptions in work flow caused by funding shortfalls.

Under the Strengthening the Capacity of Victim Empowerment and Criminal Justice CSOs program, accomplishments included orientation of new coaches and management of coaches, assessments of all 13

CSO partners, and steps to link those partners to a variety of funding sources. Pact served as one of the initial funding sources for 8 partners, whose diverse activities contributed to citizen empowerment particularly for victims of violence and those involved in the criminal justice system. Partners included Childline, Mosaic, President's Award for Youth Empowerment, Senakangwedi Health and Healing, Street Law, Trauma Center for Survivors, and Thohoyandou Victim Empowerment Program (TVEP). Their work included training counselors in supporting and educating child victims of violence in the courts; training court support workers to provide outreach on domestic violence and protection from abuse; building financial support from local governments for chapters of youth protection organizations; awareness raising about women's inheritance rights and customary law, together with training of local elders on the topic; training educators in ethics, violence against women and children, and lawfulness; offering training for school-based interventions in support of children victimized by violence; and conducting community workshops on empowerment of victims of violence, breaking silence, and access to justice.

Civic Initiatives Support activity (under NGO and Media Legal Framework)

Location: Tajikistan

Size: \$262,680

Duration: September 28, 2007 – December 31, 2008

Implementing INGO(s): Pact

Description: The overall goal of the Civic Initiatives Support program is to facilitate civic engagement in the decision-making processes that can effectively promote democratic reforms in the Republic of Tajikistan. The program supported three national-level, large-scale engagement efforts by Tajik civil society organizations promoting governance reforms. The program attempted to generate civic consensus with government, and calls for engagement with a variety of stakeholders in the country to collaborate on key governance issues.

In the framework of the program a Technical Advisory Board (TAB) was created in order to ensure transparency and professionalism in the selection of CIS grantees and provide support and guidance to CIS program implementation. TAB members were representatives of international organizations dealing with civil society development and democratic good governance. With their guidance, Pact's selection process settled on three projects: Amonat – “Effective budgeting in Tajikistan”, NAPST– “Advancement of Civil Society's Participation in National Development Programs' Monitoring”, and ASTI – “Identification and Introduction of Consumer's Price Basket of the Population”.

Following the selection of partners, Pact, Internews, ICNL and the Kazakhstan-based DC Group provided a 10-day advanced refresher course on advocacy activities. All training materials, handouts and case studies were developed by blending Pact's advanced advocacy modules with practical materials collected from various Central Asian advocacy campaigns. The workshop blended interactive training with intensive, one-on-one consultations with each coalition, in order to fine-tune their projects prior to final submission to Pact for approval. This approach was highly evaluated by participants as a useful and practical instrument to review and reassess the proposals and advocacy campaigns plans. As a result, by the end of 9th day of the workshop, the NGOs had the opportunity not only to improve their proposals and plans, but also to reassess their capacity and the roles of their partners.

Results: Although the advocacy campaigns are not yet complete, they have already introduced national-level advocacy concepts in a novel way for Tajikistan. Amonat has conducted several trainings with the purpose of enhancing both local and national capacity on a more participatory budgeting system. Thanks

to these events, the expenditure side of the state budget – oftentimes a black hole for civil society watchdog groups – was explained by experts representing the budgeting and finance committee of the country Parliament, increasing the transparency of the state budget both at the regional and national. Another key midterm achievement of the Amonat project has been the initiation of the process to create the core basis for implementing transparent budgeting in Tajikistan. The current initiative can be considered a precedent for advocacy in budget management on the national level. Though Amonat activities are to continue through the end of the year, they have already scored impressive results simply through the recognition, strong interest and actual readiness of the Government of the Republic of Tajikistan to agree with necessity of civil society’s participation in the elaboration, implementation and monitoring of the budget.

Legislative analysis made by the project clearly demonstrated that civil society institutions have the authority to participate in the monitoring of national development programs implementation. This analysis and its resulting distribution to NGOs throughout Tajikistan will help NGOs to identify their roles and take strong positions in the implementation of Poverty Reduction Strategy Paper (PRSP) in order to monitor if respective state agencies manage to cope with their obligations. As one of the expected results of the project was creating an improved legal environment for NGO participation, a draft Regulation on Civil Society participation has been developed by partner organizations and accepted by the Ministry of Economic Development and Trade. Simultaneous information campaigns organized by the project partners raised civic awareness on PRSP implementation within the country and the public role in the monitoring of government progress. Also toward this end Public Service Messages have been prepared and will be broadcast, which will assist ASTI in raising awareness in target communities about both citizen rights as well as the overall progress of implementation of strategic country plans.

Concerning the NAPST project, one must note that the initiative they attempt is one of the boldest steps towards poverty reduction and democratic governance within the country. The significance of the current project consists in the fact that no changes have been made to the identification of the consumer price basket in the history of independent Tajikistan, and yet the Consumer Price Index (CPI) measurement has a profound impact on government support for citizens in a number of ways (pensions, cost-of-living adjustment determinations for state employees, official inflation tracking, etc). There is great government sensitivity to the issue, as it is closely connected with the objective poverty indicators reflecting the real situation of people’s lives. NAPST and its partners’ approach introduces “community based” surveys, the results of which differ from those statistics compiled by the state institutions. Thus, approaches bringing into accord state indicators and the more grounded results measured by NAPST are a basis for constructive negotiations between state and non-state actors. Conditions are being created to date that should allow further national level discussions where civil society will be actively engaged to make changes in the legal framework of the country. The resulting legislative changes will be the heart of any success of the advocacy campaign, but the ongoing discussions on this topic with government agencies as well as the broad information gathering by NAPST and its partners are already agenda-setting measures, making waves simply by initiating that discussion.

Peace in East and Central Africa (PEACE II)

Location: Kenya, Ethiopia, Somalia, Uganda, Sudan

Size: \$9,884,413

Duration: October 1, 2007 – September 30, 2010

Implementing INGO(s): Pact

Description: The Peace in East and Central Africa (PEACE II) program aims to enhance African leadership in the management of conflict within the Horn of Africa. In particular, it intends to further improve the ability of communities and community-based organizations to respond to conflict by strengthening the linkages between those communities and the wider civil society and government at local and regional levels in the border areas of this region, where it is acknowledged there is weak local government capacity. The program will build upon previous USAID/EA conflict programs by focusing on communities composed largely of culturally and ethnically different nomadic and pastoralist populations that move across porous national borders in two priority focus areas: 1) the Somali Cluster (Kenya/Somalia/Ethiopia tri-border area, aka Mendera Triangle); and 2) the Karamoja Cluster (Kenya/Uganda/Sudan/ Ethiopia borders). For effective program planning and efficacy these clusters will be further sub-divided into two sub-clusters each. The PEACE II program intends to strengthen the capacity of local bodies (peace committees and others) to effectively and sustainably engage in conflict mitigation and peace building by engaging the government on security issues, developing and supporting more democratic processes, and improving citizen participation and oversight in order to more positively influence cross-border stability.

The PEACE II program will focus on two objectives. The program will:

1. Strengthen cross-border security through local community security initiatives
2. Contribute to cross-border peace committees' ability to prevent, mitigate, and respond to conflict in focus border areas of the Karamoja and Somalia clusters.

Results: While the program is still relatively new, and has struggled somewhat with the enormous distances through which it operates, some interim results have been recorded already. It has developed and issued RFAs for both the East and West Somali Cluster, working with local peace committees to incorporate better government-citizen interaction relating to security issues. These forums have allowed citizen concerns to flow upward directly to responsible local authorities. Pact has also contributed to numerous rapid response community peace initiatives, hosting or participating in confidence-building measures between ethnic communities following outbreaks of insecurity.

Civil Society Advocacy

Location: Haiti

Size: \$15,334,686

Duration: August 15, 2007 – August 14, 2010

Implementing INGO(s): Pact, Internews, and NDI

Description: The Haiti Civil Society Advocacy project is a comprehensive effort that combines capacity building for CSOs on both national and local levels, extension of NDI's successful civic education and community participation programs, and support for journalists and rural radio production. It focuses on strengthening the voice of the public in decision-making and building the resilience and leadership of NGOs to constructively advocate on behalf of their constituents and supporters, as well as playing a watchdog role.

Results: Building on their existing relationship with citizen-led Initiative Committees (ICs) throughout the country, NDI has conducted numerous trainings on organizing and advocacy that have contributed to increased activity in key locales in support of emerging citizen needs. These needs are taken to both local government and international donors in seeking support. Pact has supported several CSOs, both on a local level in targeted hotspots and on a national level, through subgrants in support of anti-corruption and access to justice activities. Their results include public discussions of laws and, more

often, their implementation, with responsible government committees, as well as research into Haitian and comparative regulations governing financial disclosures, budgeting, and public procurement. Pact has also formed a watchdog coalition including numerous media institutions and NGOs, which has accepted a mandate to conduct a series of monitoring activities on government corruption. Internews is working with the RAMAK network of community radio stations, equipping them and training them in how to produce and report on news of local interest, as well as offering technical training. Internews is also working with a network of journalists on professional ethics and strengthening their networking for financial sustainability and sharing of stories. Aside from their obvious contribution to Objectives 3 and 4, these activities strengthen public monitoring by providing journalists and CSOs with a better understanding of one another and of how to use their linkages with each other to strengthen local reporting and conduct investigative journalism, as well as increasing the amount of coverage of CSO advocacy campaigns.

Pact is additionally conducting capacity building (supporting Objective 3 of the LWA) for not only its own partners, but several cohorts of ICs, the community radio stations, and the network of journalists

Labor and Justice Advocacy

Location: Central America and the Dominican Republic

Size: \$4,550,000

Duration: September 26, 2008 – September 30, 2010

Implementing INGO(s): Pact, IIDH

Description: This project will achieve its goal of strengthening the capacity of local organizations to contribute to securing rights for laborers and contributing to the provision of impartial justice through the following four objectives:

1. Public Defenders and legal assistance providers provide increased access to labor justice.
2. Civil society contributes to transparency and accountability in the labor justice system, and facilitates achievement of the region's goals for the administration of labor justice.
3. Human Rights Ombudsman Offices and civil society contribute to eliminating gender and other forms of discrimination through better administration of labor justice.
4. Interest-based bargaining is utilized to resolve collective labor disputes more effectively.

Pact will support the Costa Rica based NGO IIDH, which will take the lead technical assistance role for Objectives 1-3. Where advocacy by local CSOs is referenced in Objectives 2 and 3, the partners will be selected based on IIDH assessment and in collaboration with USAID, with all subgrants issued out of Pact's San Salvador office.

Results: This project is newly-initiated, being awarded shortly before the end of the Leader Award, and has not yet commenced full operations.

Increased Public Debate (IPD):

Location: Zambia

Size: \$4,175,750

Duration: September 2001 – September 2005

Implementing INGO(s): Pact

Description: An assessment of USAID/Zambia's Democracy and Governance SO in February 2001 suggested that more emphasis should be placed on demand-driven strategies. Intermediate Result (IR2) of SO4, "Increased Public Debate," lies at the core of this new approach. A strategy focused on work with the National Assembly to improve outreach and public debate was replaced by one focused on (1) increased democratic participation in political processes, both electoral and post-electoral/governance-related, and (2) increased participation in public debate on public policy issues through membership organizations. To further this effort, Pact was engaged to increase participation in national discussion of key issues and to support Parliament's reform agenda through a combination of subgrants, technical assistance, and capacity building.

Results: The program began with a number of assessments and a public outreach effort to encourage participation. An additional component was quickly added on parliamentary reform, reflecting USAID's interest in improving parliamentary outreach and fostering bridges of communication between government and civil society. Pact's parliamentary reform program began with Parliament's own reform agenda as its focus. In its second year, the program maintained its focus on national-level issues such as constitutional reform, anti-corruption, HIV/AIDS, and skills for improved public debate and interaction between government and civil society. In its third year, a new Anti-Corruption Initiative was added, with the aim of strengthening oversight of the Executive through improved performance of parliamentary fiscal committees and civil society watchdog institutions. Pact focused primarily on key issues of national importance—principally constitutional and electoral reform, the public order act, voter awareness, freedom of information and public debate on corruption.

Linking Actors for Regional Opportunities (LARO):

Location: Madagascar

Size: \$545,520

Duration: January 1, 2004 – October 15, 2005

Implementing INGO(s): Pact

Description: The LARO project addressed Madagascar's severe environmental crisis and agrarian poverty through a public-private alliance between USAID/Madagascar and the multinational mining conglomerate Rio Tinto/QIT Madagascar Minerals (QMM). LARO focused on the Anosy region, where efforts to create an integrated regional planning framework had been slowed by a lack of capacity among regional actors. The region expressed a need to integrate environmental considerations across all sectors and to create a framework that brings together development priorities set at the local level to achieve greater coherency and synergy among the different sectors. The program focused on three critical and interrelated results:

- Civil society and regional actors develop a regional development framework based on social, economic and environmental considerations.
- Stakeholders select environmentally friendly and economically sound activities in line with the new regional development framework and provide assistance to the city of Fort-Dauphin in crafting its urban plan.
- Conservation and development activities contribute to the protection of Malagasy biodiversity.

Results: Pact focused on bringing into equilibrium relationships distorted by poverty and achieving more sustainable development for the Anosy region in Madagascar. Working through local groups and individuals, Pact fostered widespread and effective public participation at all levels of government decision-making through the following activities:

- Establishing an institutional regional planning framework through which technical capacity will be delivered to assist in developing the stakeholder-owned and respected Anosy Regional Development Framework.
- Selecting municipal development plans that reflect local development priorities, which are consistent with the integrated Regional Development Framework.
- Providing technical and organizational support to community-based reforestation initiatives.
- Initiating and supporting priority biodiversity conservation zones and community-based income-generating interventions.
- Promoting community-based sustainable management of aquatic natural resources.

As a result of two years of intensive collaboration between the LARO team and Anosy region stakeholders, the Anosy Regional Development Committee has legal status and has conducted the first open election of its President and board members. The Anosy Region is the first region to have all of its institutional development organizations (Regional Executive Team, Regional Development Committee, and Regional Council Committee) in place and fully operational. The Regional Investment Plan, conservation and aquaculture sites, and urban development plan developed under the auspices of the Regional Development Committee and in conjunction with government and private partners continue to operate, and paved new ground in public-private cooperation in Madagascar.

Objective 3: Increased Institutional and Financial Viability of Civil Society Organizations

Introduction

The Pact Consortium has always incorporated the need for sustainability into our civil society strengthening efforts, and in particular under this LWA, have included sustainability as a dimension of every Leader Activity and Associate Award. In some of these cases, by virtue of the political environment or purposes of our effort, sustainability is achieved through the institutionalization of new rules or regulations, or the amending of laws or policies; in other cases, it is through the introduction of new concepts into public discourse. Therefore, not all projects include a sustainability effort predicated upon the increased institutional and financial viability of civil society organizations.

The subset of projects presented below have specific organizational strengthening efforts that contributed to the enhanced viability of target CSOs. Even in these cases, the means to sustainability may vary – in the Ukraine-based ODS project, for example, Solidarity Center’s work on increasing the representativeness of unions is very different from NDI’s provision of equipment and material assistance to NGOs, but both contribute to their respective partners’ sustainability as organizations. One can make an argument that efforts not listed below may have ancillary benefits for this category – for example, ICNL’s provision of technical assistance that improved charitable giving taxation in Mexico undoubtedly contributed to the increased financial viability of multiple Mexican NGOs who will receive more donations from businesses, even though those NGOs were not directly involved in the effort – but rather than list every project, those listed below aimed more directly at institutional strengthening as a direct, rather than indirect, outcome of their work.

Cross-cutting Capacity Building

In the course of implementing the Civil Society Strengthening LWA, one of the most important ways in which institutional and viability has been targeted has been through the cross-cutting nature of the concept and its relationship to a diverse Pact Consortium. In our Associate Award in Haiti, for example, Pact has contributed to capacity building for not only Pact partner NGOs and CSOs, but also Initiative Committees established by NDI and a radio journalists’ network strengthened by Internews. Similarly, in Pakistan, Pact reinforced CCE’s technical training and leadership of local partner CCE Pakistan by providing our own experts to review their human resources management and financial systems. In other projects, Pact and Internews partners have benefitted from ICNL training on how to operate more effectively under the legal regime. In all cases, the commonality is that the ability to draw on the experiences, both through local partners and globally, of the Consortium has strengthened the individual projects undertaken by each.

Adjustments to Context

A second theme to emerge over the course of the work to increase institutional and financial viability has been the importance of viewing separate organizations as part of a larger civil society context, and tailoring organizational strengthening efforts to that context. In the Kenya KCSSP project, this has led Pact to include large amounts of training in coalition building and networking in its trainings, connecting less sophisticated organizations with larger ones in order to provide mentoring to the former and information as well as credibility to the latter. The work of KCSSP in reaching networks of organizations across Kenya has positioned Pact to quickly respond to the post-election crisis of January 2008 with additional activities, using peacebuilding approaches tested under other programs, in the most

affected areas. Similarly, in Haiti, Pact has been working with mainly elite-driven organizations capable of conducting national advocacy campaigns in Port-au-Prince, while NDI has a broad network of Initiative Committees who have received training in civic activism and organizing. Our organizational development effort in Haiti has in part contributed to linking those organizations together, strengthening the outreach and issue identification of the more advanced NGOs while also giving the IC members an opportunity to raise their issues on a national stage.

Where possible, the coalition has furthered this contextualization by turning to local actors to serve as capacity building resources, strengthening our overall legacy for each project. For example, in South Africa, Pact's work to increase citizen participation was implemented primarily through local NGO Idasa, who received capacity building from Pact, and whose local partners received Pact subgrants until Idasa's financial capacity was sufficiently strong. By establishing that relationship at the outset of the program, Pact was able to leave Idasa in a much better situation, ensuring that institutional strengthening would not finish with the end of the project as Idasa remains in a position to support local efforts. In Madagascar, the Pact LMI project developed locally-controlled Community Information Centers (CICs) which used steering committees to develop services that allow them to turn a profit while also supporting key civil society information sharing needs, with discounts for nonprofit usage; because the income strategy was developed from the outset of the program, by its end, the CICs will be well-positioned to remain financially viable while providing a key resource to local CSOs.

The diversity of Pact Consortium approaches to the question of institutional and financial viability of civil society, and the results achieved through that variety of programming, is further detailed below.

Community Media Sustainability Guide

Location: Global

Size: \$128,243

Duration: March 6, 2008 – October 2, 2008

Implementing INGO(s): Internews

Description: This project focused on using field research and a review of literature, as well as drawing on Internews' wealth of experiences in media strengthening, to develop a guide to financial sustainability of community media. The guide identifies and elaborates issues fundamental to financial sustainability and illustrates them with examples from practice. The audience for the guide is media development agents and community media practitioners.

Results: The guide covers a number of issues related to sustainability of community media such as models of sustainable funding, the donor-grantee relationship, and convergence in the digital age, the role of networks, the importance of audience research and the enabling legal environment for community media. To supplement these issues, articles were written highlighting examples of community media in 9 countries namely Haiti, South Africa, the United States, Afghanistan, Rwanda, the United Kingdom, Peru, and Nepal and Sierra Leone.

The guide includes the following sections:

- *Section 1:* introduction to community media, defining features and core concepts written by Jean Fairbairn, the growing field of online community media written by Persephone Miel and example of Radio Vwa Peyizan Abriko in Haiti written by Bernice Robertson.

- *Section 2:* Sustainability and financial sustainability written by Jean Fairbairn examples of community media such as Jozi FM in South Africa written by Jacob Ntshangase and Radio Izuba in Rwanda written by Ryan Hicks.
- *Section 3:* models of sustainable funding written by Jean Fairbairn and examples of Diaspora community media such as Desi Radio in the United Kingdom written by Tupur Chattopadhyay, sustainable partnerships in Rwanda written by Jean Fairbairn and public radio in the United States written by Bill Siemering.
- *Section 4:* the role of the mission statement highlighting examples such as Radio Gbafth in Sierra Leone written by Bill Siemering and Media for Development in the United Kingdom written by Jean Fairbairn.
- *Section 5:* international development support and the role of grants in developing and sustaining community media, includes articles written by Birgitte Jallof focused on her role as a development facilitator, the role of sustainable energy written by Bill Siemering and guidelines for writing a successful proposal written by Jean Fairbairn.
- *Section 6:* the importance of national associations and networks to achieving sustainability, includes examples of CNR in Peru and Latin America's ALER networks written by Bruce Girard and Salam Watandar in Afghanistan written by Jean Fairbairn.
- *Section 7:* audience research for sustainability written by Birgitte Jallof and includes an example of community support for Radio Madanpokhra in Nepal written by Manisha Aryal.
- *Section 8:* The legal enabling environment for community media written by Kate Coyer.

Kenya Civil Society Strengthening Program (KCSSP)

Location: Kenya

Size: \$13,005,351

Duration: September 18, 2006 – September 17, 2009

Implementing INGO(s): Pact, Internews

Description: Since the success of civil society organizations (CSOs) in the 2002 elections, their effectiveness has somewhat diminished. Many civil society leaders joined government, leaving a leadership gap, while other CSOs have become factionalized and unable to reach common ground regarding priority areas for advocacy. While some CSOs remain strong and vibrant, overall Kenya's civil society sector is not as effective as it could be in demanding and supporting reform – and some have difficulty playing a watchdog role over the GoK. Pact developed the Kenyan Civil Society Strengthening Program (KCSSP) to strategically target those NGOs and other civil society actors with the greatest potential to build large constituencies for critical reforms needed in the democratic governance and natural resource management (NRM) sectors.

Since the 2006 Kenya elections and the violence following the disputed results, KCSSP has also taken on a greater role in support for organizations working on electoral and political processes and to defuse cross-ethnic conflict in Kenya. These additional components, as well as the original DG and NRM advocacy and subgrant support, are included in a pending three-year extension for the program.

The initial three-year program was approved in September 2006 and works nation-wide throughout Kenya to achieve:

- Improved leadership and governance of Kenyan CSOs
- Enhanced ability of CSOs to build and work within coalitions and speak with a shared voice
- Improved quality and quantity of services delivered to CSO constituents
- Improved long term viability of CSOs

Results: KCSSP is an ongoing project, but has already achieved notable interim results. Under KCSSP, approximately 80 subgrants have been issued to Kenyan CSOs in support of advocacy activities. These have included helping NRM partners conduct value chain analysis to determine the most important policy changes to advocate for; local-level efforts at establishing reconciliation committees after the election violence; and broad national campaigns to pressure Parliament for legislative changes ranging from land tenure regulations to tougher laws combating violence against women. All Pact partner organizations have also participated in a robust series of capacity building trainings, focusing on improved internal management and leadership, stronger methodologies for measurement of results and services delivered to constituents, better financial management, and more effective coalition building and media outreach in support of advocacy activities. The technical assistance and training are built into the subgrant support, such that each organization begins to implement the changes identified through organizational capacity assessment and during trainings in the process of its Pact-supported advocacy efforts.

Organizational Development Support

Location: Western NIS (based in Ukraine)

Size: \$9,484,835

Duration: September 30, 2005 – September 30, 2008

Implementing INGO(s): Pact, Internews, ICNL, NDI, RTI, Solidarity Center

Description: The Organizational Development Support (ODS) program aims to increase well-informed citizen participation in civic and community-based initiatives in the Western NIS. The program strengthens the capacity and effectiveness in NGOs, informal groups, and individuals as leaders in civic engagement, and also increases the flow of objective, fact-based reporting within the Western NIS through support to independent media outlets and associations.

Results: This project is ongoing, but has already achieved a number of important results in this objective area. One of the focal areas of the project is Pact's Leadership Fellows Institute, in which Pact provides training for civic leaders on leadership. While the fellows are not necessarily representatives of NGOs, their increase in understanding of how to lead the third sector and how to focus on the needs of citizens that they address, rather than on contesting political space, reinforces understandings essential to the viability of civil society organizations. Under the same project, the Solidarity Center has been working heavily with independent trade unions and their local confederation, introducing reforms in management and structure that are enabling additional membership and more efficient use of dues, both of which contribute to the financial viability of member organizations. As part of their support to independent media, Internews is focusing heavily on alternative distribution methods taking advantage of technology in the region that allow media organizations to flourish with minimal operating and overhead costs. NDI's organizing training and material assistance to local NGOs is also strengthening their financial position and viability, and RTI's linkages between local government associations and CSOs is introducing models for financial sustainability and sharing best practices.

Strengthening Civil Society Participation in the Governance Process

Location: South Africa

Size: \$4,386,020

Duration: September 24, 2003 – August 31, 2007

Implementing INGO(s): Pact, IDASA

Description: Pact and local partner Idasa created new synergies to strengthen the capacity of civil-society organizations to participate effectively in local government. This will be achieved by training CBO leaders to engage local councils effectively in development and implementation of local government policies and plans so that they meet the development needs of their communities; increasing the capacity of key local-council personnel and local civil society leaders to jointly manage the changing local government-civil society relations; and by training key CBO personnel in skills needed to qualify for government tax benefits and government grants. Pact has also issued subgrants for civil society activities directly to several subgrantees.

Results: The project completed several phases and, despite having to close earlier than originally planned due to funding shortfalls in the USAID/South Africa office. In addition to the civic participation stimulated through the project, it included significant capacity building by both Idasa and Pact. Pact and Idasa conducted Organizational Capacity Assessments for some 60+ CBOs that participated in the project. Idasa also conducted leadership training and coaching of a number of NGOs, offering ongoing mentorship for several months. Thanks to capacity building of Idasa by Pact, Idasa eventually was able to issue its own subgrants to local organizations for investigative journalism trainings and reporting.

Under the Strengthening the Capacity of Victim Empowerment and Criminal Justice CSOs program, accomplishments included orientation of new coaches and management of coaches, assessments of all 13 CSO partners, and steps to link those partners to a variety of funding sources. Pact served as one of the initial funding sources for 8 partners, whose diverse activities contributed to citizen empowerment particularly for victims of violence and those involved in the criminal justice system. Partners included Childline, Mosaic, President's Award for Youth Empowerment, Senakangwedi Health and Healing, Street Law, Trauma Center for Survivors, and Thohoyandou Victim Empowerment Program (TVEP). Their work included training counselors in supporting and educating child victims of violence in the courts; training court support workers to provide outreach on domestic violence and protection from abuse; building financial support from local governments for chapters of youth protection organizations; awareness raising about women's inheritance rights and customary law, together with training of local elders on the topic; training educators in ethics, violence against women and children, and lawfulness; offering training for school-based interventions in support of children victimized by violence; and conducting community workshops on empowerment of victims of violence, breaking silence, and access to justice. All partners were able to secure additional funding, contributing to their financial viability, during the period when Pact worked with them; indeed, more than half received significant contributions from local government authorities themselves.

Civil Society Advocacy

Location: Haiti

Size: \$15,334,686

Duration: August 15, 2007 – August 14, 2010

Implementing INGO(s): Pact, Internews, and NDI

Description: The Haiti Civil Society Advocacy project is a comprehensive effort that combines capacity building for CSOs on both national and local levels, extension of NDI's successful civic education and community participation programs, and support for journalists and rural radio production. It focuses on strengthening the voice of the public in decision-making and building the resilience and leadership of NGOs to constructively advocate on behalf of their constituents and supporters, as well as playing a watchdog role.

Results: Building on their existing relationship with citizen-led Initiative Committees (ICs) throughout the country, NDI has conducted numerous trainings on organizing and advocacy that have contributed to increased activity in key locales in support of emerging citizen needs. These needs are taken to both local government and international donors in seeking support, developing skills that not only address needs but ensure that the ICs will continue to play a role in future developments. NDI has also encouraged and helped prepare the organizational capacity for networks of ICs to emerge as more formal NGOs, building a second level of sustainability into the IC effort. Pact has supported several CSOs, both on a local level in targeted hotspots and on a national level. As part of this support, Pact is conducting capacity building for all of these partners under a separate program component, including Organizational Capacity Assessments and targeted technical assistance on topics from internal governance to financial management. This assistance is also provided through the Pact Capacity Building Advisor to NDI and Internews partners. Internews is working with the RAMAK network of community radio stations, equipping them and training them in how to produce and report on news of local interest, as well as offering technical equipment training. They have also assisted the RAMAK network to develop a shared advertising network, pooling airtime to generate revenue in sales and reducing costs by rebroadcasting stories of relevance generated by one or another member station.

Arab Civitas

Location: Middle East

Size: \$5,910,068

Duration: July 31, 2003 – June 30, 2008

Implementing INGO(s): CCE, Pact

Description: The overall goal of the Arab Civitas Program was to strengthen civil society support for, and government endorsement of, civic education programs that promote responsible participation in democratic self-government. Working through a regional association of Arab educators, student-centered civic education programs that promote an understanding of and commitment to democratic values and principles were implemented in the elementary and secondary schools of eight Arab nations. The project aimed to increase the capacity of Arab educational leaders to create, implement, and sustain effective civic education programs in their schools and universities through the exchange of ideas, experiences, and programs for the development of civic education among leaders in Arab countries.

Results: The Center for Civic Education (Center), in close partnership with educators, Ministry of Education (MOE) officials, and NGO leaders in the Middle East and North Africa, has established a vibrant network of NGOs and education officials focused on civic education. Since 2003, the Arab Civitas network has implemented civic education programs in classrooms at the elementary, secondary, and tertiary school levels in twelve Arab countries. The programs focus on developing in students an understanding of the fundamental values, principles, and institutions of constitutional democracy; fostering a reasoned commitment to these values and principles; and developing the knowledge, skills, and attitudes required for competent and responsible participation in democratic government. Local partners have established strong collaborative relationships with local MOEs and NGOs, trained over 5,000 teachers, and implemented programs with over 170,000 students to date with Middle East Partnership Initiative (MEPI) funding.

A second phase of Arab Civitas funding began in October 2004 emphasizing Year 1's objective of developing the capacity of Arab educational leaders to implement and sustain civic education programs in their schools and universities. Activities were undertaken by each local partner to pursue this aim by demonstrating these programs and by raising public awareness about the value of civic education.

Programs continued to be implemented in Egypt, Jordan, the West Bank, Yemen, Morocco, Lebanon, Bahrain, Tunisia, Algeria, and Saudi Arabia. Program activities included continued support for classroom implementation and civic education training for teacher supervisors, education officials, and curriculum developers. Looking beyond the classroom, country program partners conducted briefings for government officials, academic institutions and development NGOs to increase awareness of civic education and develop joint programs capitalizing on existing interest in youth and democracy issues.

At a regional level, CCE organized training of trainers workshops, an Arab Civitas website in Arabic and English, a regional student Project Citizen showcase, and country program directors meetings to exchange expertise, collaborate with Center staff, and engage in structured strategic planning for their programs. The training of trainers workshops in December 2004 and January 2005 helped develop local cadres of trainers capable of conducting teacher training within each participating country. The regional Project Citizen showcase, held in February 2006, brought together students from nine participating countries to share their public policy portfolios. MOE and NGO observers from Kuwait, Oman, Qatar, and the United Arab Emirates became very interested in piloting Project Citizen as a result of their attendance at the showcase, and the Center prepared to initiate pilot projects in these countries.

The Arab Civitas network was further strengthened by Pact's Capacity Building Services Group, which conducted a strategic visioning planning process for the network in 2004. The event helped define roles within the network and clarify the members' vision of how the network would contribute to information exchange and learning as well as financial viability of the members. Senior Technical Advisor David Hoffman and Pact consultant Meg Kinghorn additionally worked with CCE and the Civitas Network on strategies for supporting institutionalization efforts in 2006-7, ultimately helping to focus their efforts on new measures for local MOE involvement and ownership of the Project Citizen curriculum common to all of their programming.

Support to CCE Pakistan

Location: Pakistan

Size: \$24,000

Duration: October 2007 – June 2008

Implementing INGO(s): CCE, Pact

Description: In the winter of 2007 and spring of 2008, Pact contributed to the sustainability of CCE's key partner in Pakistan, CCE Pakistan, through a series of remote and on-site capacity building trainings for the organization, provided by Pact staff.

Results: The Strategic and Financial Capacity Building Process that Pact carried out for the Center for Civic Education Pakistan (CCEP) included a desk review of relevant documents, sampling financial data, reviewing pre-workshop assignments on strategy development, one-on-one technical assistance, and working sessions with the staff of CCEP in Islamabad, Pakistan. In terms of strategic direction, CCEP has a sound value proposition that stems from a solid framework for democracy and a commitment to innovative approaches. Though CCEP hasn't developed a formal strategic plan, organizational mission and vision are in place and the development of core competencies are currently in process. Pact helped CCEP to articulate a clear programmatic approach centered on civic education; however, it operates in a complex and unstable environment that threatens international support and limits cooperative efforts with peer organizations.

Overall, Pact found CCEP's financial capacity to be sound and functional. Although it has basic accounting and financial processes in place, practices such as budgeting, recording, cost management, and internal controls need to be improved, and Pact gave it several suggestions moving forward. Pact also assisted CCEP in better enforcement of a comprehensive set of administrative and financial policies, and with the adoption of accounting software, financial monitoring and compliance. Through the financial review, no evidence of financial mismanagement or fraud was found.

Consensus Building around Justice System Reform

Location: Mexico

Size: \$10,580

Duration: September 2007 – January 2008

Implementing INGO(s): Pact, Center for Civic Collaboration

Description: The objective of this project was to support the Mexican Congress, executive branch, judicial branch, legal community and civil society in building consensus around currently proposed judicial reforms. To assist the due deliberative process and ensure inclusive dialogue, CCC was asked to conduct a series of consensus-building exercises to help stakeholders find common ground among their interests and arrive at solutions that bring consensus around justice reforms.

While CCC's work was primarily focused on facilitating participation (and is described in Objective 2), Pact also worked with CCC to strengthen their capacity organizationally, through on site and remote assessment, technical assistance, and mentoring. The targeted changes in CCC's financial structure aimed at enabling them to compete for additional international donor funding and enhancing their financial viability.

Results: Under this project, CCC worked to enhance consensus building among key stakeholders and greater coordination between the Senate and the Chamber of Deputies. Pact also worked closely with the Center for Civic Collaboration to strengthen their organizational capacity. Pact staff performed a desk review of materials from a distance and also provided one-on-one technical assistance through a field visit. While limited in duration, Pact was able to suggest several concrete adjustments to the proposal writing and project identification phase that will enhance CCC's decision-making process for improved viability. Pact also reviewed the financial structure of CCC, offering suggestions on how it can develop a more comprehensive set of administrative and financial policies, and better demonstrate its already-impressive financial compliance standards to potential funders.

Last Mile Initiative

Location: Madagascar

Size: \$450,000

Duration: September 29, 2006 – September 29, 2008

Implementing INGO(s): Pact

Description: The Madagascar Last Mile Initiative (LMI) program is designed to work with civil society, government, and local businesses to improve information flow in order to enhance the participation of rural actors in the development process. The establishment of Community Information Centers (CICs) helped to facilitate customer access to and use of ICT services. LMI is USAID's contribution to the

Ministry of Telecommunication's "ICT for All" program. The project had four components ensuring that all the programs:

- 1) Create and sustain the operations of the CICs;
- 2) Create services to enhance information sharing among local organizations;
- 3) Ensure the financial viability of the CICs;
- 4) Support the replication of the CICs.

Results: To achieve its goal, Pact established CICs in two areas including Moramanga and Ranomafana based on the need to test a range of potential models and support existing USAID programs. Pact built partnerships among stakeholders, established the CIC management structures and installed CIC equipment. The Community Information Centers in Moramanga and Ranomafana are currently operational and provide services based on the needs of the local population. Pact focused on CIC and beneficiary capacity building for the optimal use of the center's resources. MLMI fostered the relationship and collaboration between CIC managers, donors, and development agencies to ensure the CICs' financial viability.

To replicate the already tested model in the Ranomafana and Moramanga CIC, the USAID agreed to extend the program for one month additional activities that included the establishment of CICs in Fenerive Est, Fort Dauphin, and Andasibe. The Fort Dauphin CIC was scheduled to be established in collaboration with the QMM Company. Due to some change in QMM's budget, establishment of the CIC has been postponed until next year. As the LMI program is ending this year, establishment of the Fort Dauphin CIC has been removed from the program activity. Additionally, for an improved effectiveness of the Fenerive Est CIC, all efforts will be focused on this site. Establishment of the Andasibe CIC will also be removed from the activity program during the extension phase.

Ending Abusive Labor Practices in Cambodia

Location: Cambodia

Size: \$186,000

Duration: February 1, 2007 – January 31, 2008

Implementing INGO(s): Pact, Solidarity Center

Description: The goal of this project was to reduce abusive labor practices in key Cambodian industries, including: garment manufacturing for export, particularly to the United States; the tourism industry; and among teachers, whose poor working conditions and extremely low salaries undermine Cambodia's education system and weaken labor standards. This program also sought to improve the organizing skills of enterprise-level and national-level trade union leaders in the garment and tourism sectors, and to increase understanding of basic union activities such as collective bargaining, grievance handling, union communications, policy advocacy, and union education. Technical assistance and support were provided to unions and management seeking to engage in the collective bargaining process. To help unions win better enforcement of labor laws, and to provide effective redress for workers whose legal rights have been violated support will be provided to the Lean Chinda Law Firm (LCLF). Pact also supported the organizational development of the Advocacy and Policy Institute, a key local partner contributing the the legal protection of labor advocates, through organizational development

Results: The project scored impressive results in protecting the rights of workers to organize and advocate for their rights under the law. Key results achieved include:

- Over 4,000 trade union members participated in International Human Rights Day events in Phnom Penh and in Siem Reap. In Phnom Penh, over 3,500 union members attended a rally at Wat Phnom Temple as part of a coalition with other human rights groups. In Siem Reap, over 500 union members participated in a rally at the provincial governor's office in support of Freedom of Association.
- Twenty-five worker representatives were reinstated at the Tonga Garment Factory. They had been terminated after asking factory management to observe international and Cambodian standards regarding working conditions. In protest of the termination of these workers, the National Union Federation of Cambodian Workers (NUFCW) led a strike to demand their reinstatement. With the assistance of the Lean Chinda Law Firm (LCLF), the NUFCW presented a convincing case on behalf of the terminated workers to the Cambodian Arbitration Council, which was able to mediate a resolution between the Union and Tonga Garment Factory that led to the reinstatement of the 25 terminated worker representatives.
- Four union activists at the Fortune Garment Factory were arrested and falsely charged for inciting a riot during a strike at the Fortune Garment Factory. The Lean Chinda Law Firm was able to obtain their release from prison and all charges were dropped.
- The Lean Chinda Law Firm (LCLF) obtained a three-month contract with the UNHRD to provide free legal services to unions. Unions played a key role in support of the LCLF legal program by circulating petitions in support of the LCLF. These petitions and other materials were provided to the UNHRD to demonstrate the crucial role played by the LCLF in providing unions with legal assistance in legal cases filed against unions by employers.

Under the projection Pact also worked with a local NGO, the Advocacy and Policy Institute. First, Pact held a training needs assessment with participants in order to understand their needs. Based on this, Pact developed case studies documenting the successes and failures of advocacy campaigns for use as the foundation for discussion. Examples included how advocacy and policy can be used to support workers' rights particularly in the garment industry. The case studies were a training element in Activity 3, which saw Pact conduct two advocacy skills training sessions of five days to 25 (total fifty) union, federation and association leaders of the Solidarity Center's counterparts from urban and provincial areas. Through additional follow up, Pact will monitor the use of the training in the unions, federations and associations. The feedback given will inform future training while providing opportunities for more tailored technical support and mentoring.

Corporate Governance in the Arab World

Location: Middle East

Size: \$617,378

Duration: November 18, 2003 – June 30, 2006

Implementing INGO(s): CIPE

Description: The In December 2003, the Center for International Private Enterprise (CIPE), an affiliate of the United States Chamber of Commerce and a core institute of the National Endowment for Democracy, launched a two-year regional business and economic modernization program with the Middle East Partnership Initiative, using corporate governance as a focal point for private sector and institutional reform. Throughout the program, CIPE worked actively with local, regional, and international partners to advance a MENA-wide corporate governance agenda.

Results: CIPE and local partners have completed a number of important achievements:

- Together with the Organization for Economic Development's Investment Task Force, CIPE did groundbreaking work in introducing meaningful discussion and awareness rising, embodied in the establishment of a series of task forces, to foster corporate governance in the region.
- Produced the first Corporate Governance Code published in Arabic
- Produced national conference reports for Morocco, Lebanon, and Jordan
- Produced nine *Corporate Governance Trends* newsletters with wide regional distribution
- Organized a second regional corporate governance forum with participation and support from the Global Corporate Governance Forum, Organization for Economic Cooperation and Development, Union of Arab Banks, and Arab Federation of Certified Public Accountants. The forum called for more regional participation in policymaking; a greater focus on corporate governance of financial institutions and small- and medium-sized family-owned enterprises; and more corporate governance benchmark surveys.
- Sponsored the first corporate governance website in Arabic; www.Hawkama.net
- Produced the first corporate governance newsletter in Arabic that covers all regional initiatives on corporate governance.
- Supported the launching of the Jordanian Corporate Governance Association in Jordan
- Supported the launching of the Egyptian Institute of Directors
- Finalized two regional corporate governance surveys in cooperation with Arab Federation of Certified Public Accountants (AFCPA) and the Union of Arab Banks (UAB)
- Provided technical assistance to the Lebanese Transparency Association in their production of a Lebanese corporate governance code for small- and medium-sized enterprises
- Provided support to the Bahraini Transparency Associating in holding a Gulf-regional journalist training program in Bahrain

Various media projects (described in other Objectives, especially Objective 4)

Location: Global

Implementer: Internews

Results: As noted above, Internews created a sustainability guide to capture their recommendations, based on experience, for improving the viability of community media stations. Additionally, in their variety of Media Strengthening projects described elsewhere, including work in Haiti, Ukraine, Afghanistan, West Bank/Gaza, Kyrgyzstan, Tajikistan, Kazakhstan, Pakistan, and across the Middle East, Internews has utilized the creation of networks among media providers to ensure the financial viability of individual media outlets. When successful, a network will sell block advertising on behalf of members, operate from a well-designed business plan and increasingly reinvest revenue into the network's expanding resources and services. This allows individual stations to have increased capacity to stimulate local advertising sales, as well as to utilize and market audience research to potential clients. Internews has helped develop 45 broadcast networks globally, a good example of which is the distribution network they recently established in Afghanistan. To be successful, a network must have formalized structures, owned by the partner stations themselves and transparently managed to pool member resources, share content and revenue, and offer collective representation.

Among the other important additional ways that they have reinforced capacities for sustainability in the media sector are audience research, training of outlet owners and managers, training of marketers and advertisers, supporting the emergence of media networks, and expanding advertising markets to include diaspora communities, as has been done successfully in Haiti, Afghanistan, and East Timor. Audience

research helps media outlets both improve their programming and understand and articulate their reach to potential advertisers. To encourage buy-in, Internews convenes and trains media outlet owners and managers, who are often neglected by media sector projects despite their critical role in setting the agenda for their institutions.

In rebuilding or transitioning markets, Internews supported nascent news outlets by facilitating the creation and distribution of high quality local productions, such as “Meri Awaz Suno” (“Hear My Voice”), the first radio program produced by and about women in Pakistan; “Da Pulay Poray” (“On the Borderline”), a radio program targeted to the population on the border of Afghanistan and Pakistan; and “Peuneugah Aceh” (“News from Aceh”), a radio program focusing on Aceh’s rehabilitation and reconstruction after the 2004 tsunami. This access to quality products for broadcast can both expose journalists to the practices that underlie good reporting and also provide necessary content for organizations in a start-up phase, allowing them to become established before transitioning to longer-term efforts for sustainability.

Objective 4: Enhanced Free Flow of Information

Introduction

The free flow of information was largely encouraged under the Civil Society Leader Award through the development of non-governmental sources of information including print, broadcast, and electronic media as well as through better access to public information, the internet, and legal rights information. Generally speaking, all the primary objectives have, to varying degrees, activities that encourage the dissemination of and access to information, suggesting not only the interconnectedness of the objectives but also the integral role that information has in promoting a better informed and more active citizenry. Examples of this interrelationship include workshops in Afghanistan for government authorities and CSO leaders on the role of independent media in an open society, which has helped to strengthen democratic political culture (objective 5); and in Central Asia, the promotion of broad public discussion on media law issues, which is helping to increase citizen participation in policy processes and in oversight of public institutions (objective 2). For the most part, the objective of enhancing the free flow of information was implemented through activities that reinforced investigative and responsible reporting, strengthened the viability of indigenous independent media and CSO media units, and facilitated access to and use of information communication technology (ICT).

Space for Information Dissemination

Several themes can be observed under this objective. One is the relationship of information to advocacy, legal frameworks, and governance. In Central Asia and in the West Bank and Gaza, for example, activities to reinforce media investigation and reporting through training for local journalists has effectively supported the work of civil society organizations involved in advocacy. These organizations depend on the media to provide the conduit necessary to educate and mobilize the public concerning government policies and practices. In Afghanistan and Arabic-speaking countries such as Morocco and Bahrain, independent media outlets have likewise been supported with assistance in network expansion, social programming, and financial sustainability. With support and training from Pact's consortium, these organizations have advanced goals of government transparency and accountability, anti-corruption through trustworthy and objective reporting. The use of information as a tool to strengthen legal frameworks and improve good governance was also seen in Central Asia where broad public discussion on media law was encouraged and websites monitoring media laws were set up.

Spotlight on Local News

A second theme to have emerged is the importance of local reporting in improving access to information that is both understandable and presented from the viewpoint of the citizen. In Afghanistan, for example, and particularly in provincial areas, the lack of access to trusted information sources limited the reach and impact of civil society organizations. To address this gap, Pact and its partners established over thirty radio stations and the launched the country's only independent, national program whose goal is to produce accurate, locally produced news, current affairs, educational and cultural programming.

Linking Networks of Media Actors

A third theme to emerge is the focus on the sustainability of networks, which can serve to consolidate CSOs with common interests and facilitate knowledge sharing. In Central Asia and Madagascar, for example, networks of media outlets and professionals were created to professionalize the field and strengthen the ability of civil society actors to inform and mobilize the public. In the West Bank and

Gaza as well, sustainable networks among CSOs and local media outlets were strengthened to increase the knowledge base and improve awareness of each other's work through training workshops, internships, and a small grants program.

Sustainability Guide for Community Radio

Duration: March 6, 2008 – October 2, 2008

Total Award: \$1,28,243

Implementing INGO(s): Internews

A guide on community media sustainability was developed by Internews for media development agents and community media practitioners throughout the world. Issues covered in the guide include sustainable funding, the donor-grantee relationship, and convergence in the digital age, the role of networks, the importance of audience research and the enabling legal environment for community media. To supplement these issues, articles were written highlighting examples of community media in 9 countries namely Haiti, South Africa, the United States, Afghanistan, Rwanda, the United Kingdom, Peru, and Nepal and Sierra Leone. The final product was written and prepared by Jean Fairbairn, a researcher and writer on the media based in London, United Kingdom and Tupur Chattopadhyay, a student at London's School of Oriental and African Studies. An advisory board comprised of seven experts on media was also recruited to provide advice, guidance on content and peer review.

Recommendations for further development of the guide were made, among them: studies focusing on parts of the world where community media is just starting to develop, research on how development/community media engage with audiences; research and curriculum development on community media literacy, and studies how to, in an increasingly digital era, engage with other media forms and formats crucial to literacy development.

MEPI: An Initiative for Open and Pluralistic Media in Five Arabic-Speaking Countries

Location: Algeria, Bahrain, Lebanon, Morocco, and Tunisia

Duration: November 2003 – January 2005

Total Award: \$1,620,302

Implementing INGO(s): ICNL, Internews, Pact

Description: This pilot project strengthens the capacity of the legal and media professionals who are at the forefront of building and developing pluralistic and open local media in Algeria, Bahrain, Lebanon, Morocco, and Tunisia. Activities are tailored to the specific needs of each country, and include the following:

- *Media monitoring.* The program monitors newspapers, magazines, and other media to document and evaluate the media environment in each country.
- *Media law assessment.* In each country the program evaluates and assesses the media law environment and provides recommendations for media law reform.
- *Training in media law and advocacy.* The program works with local NGOs to train lawyers, parliamentarians, human rights groups and other civil society organizations to act as advocates for media law reform. It also promotes networking with the global community of media law reform activists for ongoing learning and exchange.

- *Training in journalism, business management, and internet skills for media professionals.* Training in internationally accepted standards of journalism enhances news quality and promotes a dispassionate reporting style. Business management training makes local independent media more sustainable. Internet training improves access to information and facilitates networking.

Results: This project has built the capacity of local journalists from a variety of outlets through trainings and through the development of training manuals to be used by local organizations and media outlets for years to come. Furthermore, this project also contributed to the development of the media sector as a whole in the region by monitoring the media during the Lebanese elections, commissioning a study of media laws in the five target countries, and hosting a conference in Tunisia honoring World Press Freedom Day, among other activities.

NGO and Media Legal Framework Program

Location: Central Asia Region

Duration: November 2006 – November 2009

Total Estimated Award: \$5,269,451

Implementing INGO(s): ICNL, Internews

Description: This project focuses on improving the legal and regulatory framework for media and local NGOs in the Central Asia Region (CAR). Since the so-called “color revolutions” in Georgia and Ukraine, media freedom has been under attack and civil society threatened by repressive legislation and policies throughout the CAR. To enhance media capacity and the free flow of information, Internews has facilitated broad public discussion on pressing media law issues, encouraged dialogue among NGOs, journalists and government officials, brought in international technical assistance to help local policymakers; trained journalists and lawyers, and reached out to media and legal experts in Turkmenistan and Uzbekistan to ensure that they continue to grow professionally despite the difficult environment in their countries. Program activities are tailored to meet the needs and challenges in each country, while regional activities encourage networking and build on experiences and lessons learned in the region, other CIS countries and elsewhere. While several key organizations in the region have been selected for targeted support, the program also maintains a small pool of grant funds to respond to innovative ideas and proposals from current partners as well as potential partners in the region.

Results: To date, Internews has made progress towards reaching its objectives; the following are recent highlights of program activities:

Regional

- Media law inventories were completed in Kazakhstan, Kyrgystan, Tajihistan, and Uzbekistan.
- A media law website where journalists and lawyers can stay abreast of current Central Asian events concerning changes in the law as well as post comments and discuss issues was established. This site, located at www.medialawca.org, includes 8 languages and is being updated with additional regulations and amendments as they are published.
- A Small Grants Program was launched to assist local CSOs in Kazakhstan, Kyrgyzstan and Tajikstan and encourage their participation in meeting project objectives.
- A CAR Media Law Project Study tour was held for twelve media industry professionals and officials.

In **Kazakhstan**, Internews took part in a high-profile round table hosted by OSCE and attended by government representatives and media CSOs, which resulted in a final document establishing a working group to address media legislation reform.

In **Kyrgyzstan**, a high profile media forum to discuss the future of Public TV was co-hosted by Internews and attended by parliamentarians, officials of the Ministry of Information, media CSOs, and the head of the National TV and Radio Company of Kyrgyzstan (NTRC). Internews' sub-grantees have completed an inventory of media legislation and are taking part in a working group designed to amend the Kyrgyz Law on Broadcasting.

In **Turkmenistan**, meetings between Internews and high-ranking officials resulted in draft outlines for an International Media Law Conference planned for Ashgabat in 2009. Internews' local Turkmen partner CSO has also produced an inventory and comparative analysis of Turkmen media legislation.

In **Uzbekistan**, media law inventories and comparative analysis were completed and legal consultations for media representatives are ongoing.

Independent Media in Afghanistan

Location: Afghanistan

Duration: August 2006 – July 2009

Total Award: \$12,000,000

Implementing INGO(s): Internews

Description: This project is intended to support Afghanistan's media through a multi-faceted program designed to ensure that Afghanistan has an independent, pluralistic and trustworthy media providing accurate news and information on a broad range of issues in both local and national contexts. This program focuses on the next steps of development for a fledgling independent media sector. The program also aims to reinforce USAID investment in Afghanistan media by assisting newly established media outlets to become mature, sustainable businesses and organizations. Internews is pursuing these goals through a set of core activities that include:

- production and distribution of essential news and information to a broad, national audience, through diverse, locally owned and operated media outlets;
- training and support for media outlets;
- support for creation, dissemination, and adoption of standards of practice in journalism and media;
- support and training for media outlets to produce a variety of programming that helps media to advance goals of governmental transparency and accountability, anti-corruption, and political participation and reform;
- support for Afghan media and media support institutions to gain solid technical knowledge to build and maintain the broadcast sector, with a focus on radio;
- training for Afghan lawyers and journalists in understanding and advocating for fair media regulation, freedom of expression, and access to information;
- support for the creation and growth of media associations and supporting institutions;
- access to media training, jobs, and educational opportunities to women and youth;
- advocacy and training to government officials in understanding the role of independent media in an open society.

Results: Since 2003, Internews has built 33 radio stations across Afghanistan (four of these are run by women), and currently supports 29 stations with program funding. Thirty-five stations are part of a national network of local radio that airs the Internews-supported national satellite independent programming from Salam Watandar. With the financial support of Provincial Reconstruction Teams (PRTs) and other donors, Internews expects to establish seven more stations from the fourth quarter 2008 to July, 2009. In addition, an Internews supported news distribution service is currently providing over 80 media outlets throughout Afghanistan with news, education and social issues programming. Nationally, more than 6 million Afghans are within the footprint of a local independent Internews-supported broadcaster.

In 2004, Internews launched the country's only independent, national program called Salam Watandar ("hello my compatriots"), whose primary goal is to produce accurate, locally produced news, current affairs, educational and cultural programming for a national Afghan audience, with particular consideration given to provincial audiences.

Aswatona: Independent Media Program in West Bank and Gaza

Location: West Bank and Gaza

Duration: 9/29/06 – 7/31/09

Total Award: \$4.5 million

Implementing INGO(s): Internews

Description: The goal of Aswatona: Independent Media Program in the West Bank and Gaza is to enhance the role of local independent broadcast media in their local communities by strengthening reporting, enhancing business sustainability, and improving program production related to issues of local policies, good governance, civil society, and the aspects of democratic culture in the West Bank and Gaza. The three main components are:

- 1) Strengthening the local media by creating self-sustaining business models, enhancing reporting and production capabilities, and skill-building on investigative and issue-specific journalism, and re-connecting the media outlets with their local communities by reporting on and working with local civil society organizations (CSOs) on field reporting.
- 2) Strengthening the knowledge base and awareness of the media and CSOs regarding each other's work, as well as strengthening the legal and regulatory sector that govern the media, and strengthening the networking and informal association of the media sector in order to professionalize the field.
- 3) Funding innovative program productions combined with training to build more cooperative, responsive and professional production capabilities, and implementing a small grants program focused on CSOs' communications and work with the media and community outreach to their.

Results: Technical assistance: Media outlets demonstrating a commitment to the production of diversified local news were selected to participate in project activities under the Independent Media Program in West Bank and Gaza Program following an evaluation of existing independent media. These media organizations have participated in thematic journalism trainings, offered three times a year, covering issues of good governance, rule of law, business and economics, social and gender issues, corruption, as well as other pressing issues. In addition to these, "business for broadcast media" training is being offered twice a year to improve management, advertising, programming and other strategic skills aimed

at increasing financial and editorial independence. International and local experts have been providing further on-site mentoring and assistance to media outlets, drawing on information gathered from assessments, workshops, and in-house trainers. Lastly, internships for nine TV Palestinian journalists have been hosted in Egypt to foster and strengthen ties to professional journalism colleagues and create opportunities to learn about new techniques as well as issues in broadcast production. As a result of the workshops, in-house trainings, internships, and mentoring, many of the stations are reporting more on community issues with an understanding that sustainability largely depends on how they cover the problems and desires of the local community.

Small grants program: To help build the networking capacity of independent Palestinian media and to introduce models used successfully by Internews in other transitional democracies, Internews is managing a small grants program supported by technical support. In round one, a total of nine grants were awarded to television stations, a television network, and radio stations. These grants have served to reconnect stations with their respective communities and have resulted in an increase in audience share in governorates and in advertising, two key indicators of the success of the project. To date, in round two five new production and capacity building subgrants have been developed and designed.

Madagascar Last Mile Initiative (MLMI)

Location: Madagascar

Duration: September 2006 – October 2008

Total Award: 450,000 USD

Implementing NGO(s): Pact

Description: This project aims to encourage Civil Society Organizations (CSOs) and the private sector to access and use Information and Communication Technology (ICT) services for the purpose of sharing information essential for local governance and economic development. To facilitate customer access to and use of ICT services, Community Information Centers (CICs) are being established and reinforced. At present, ICT infrastructure in Madagascar remains weak and primarily concentrated in urban areas with more than 75 percent of the rural population still without access to ICT services. The project has four primary components:

- 1) Create and sustain the operations of the CICs;
- 2) Create services to enhance information sharing among local organizations;
- 3) Ensure the financial viability of the CICs; and
- 4) Support the replication of the CICs.

Results: In the first year operations, MLMI established CICs in two locations, Moramanga and Ranomafana, fostering their capacity in telecentre management, communication, ICT service development, and relationship building with donors and development agencies. In year two and three, three additional CICs were established and a network of Telecenters was set up and registered. In addition, throughout the length of the project training in ICT was conducted for end-users and local partners including NGOs and associations, local institutions, the media and the private sector. Pact also supported a women's association working with the Indian Ocean Commission (COI), EFOIMAD (Entreprendre au Féminin Océan Indien MADagascar) in the development and promotion of their institutional website. Lastly, in support of its fourth results objective, Pact has partnered with various organizations such as QMM, the Commune of Fort Dauphin, and the Ministry of Telecommunication to replicate the CIC model throughout Madagascar.

Organizational Development and Support project

Location: Western NIS (based in Ukraine)

Size: \$9,484,835

Duration: September 30, 2005 – September 30, 2008

Implementing INGO(s): Pact, Internews, ICNL, NDI, RTI, Solidarity Center

Description: The focus of this project is to support existing national and regional non-state newspapers and expand access to alternative media outlets in a repressive environment. As with the rest of civil society, the situation for traditional independent mass media in the region has become increasingly desperate over the last few years. While the government has not banned private media outright, there is a significant ongoing campaign against many outlets. The overall weekly circulation of all independent newspapers remains only a fraction of the daily circulation of the main state newspaper. The state media, speaking with one voice, overwhelmingly dominates the market and is heavily subsidized by the government. In the broadcast sector, all national TV channels remain state-owned or controlled. No local TV or radio station meets the three criteria of independence, that is, organizational, financial, and editorial autonomy. Self-censorship is widespread, and both political and economical conditions prevent stations from developing.

In this difficult environment, since the beginning of the Organizational Development Support Program in Western NIS project, Internews has focused its strategy on the following:

- support to all existing national and regional non-state newspapers to continue publishing and distributing;
- use of new technologies to bypass the monopoly of state media;
- work with youth to counteract state propaganda and create an alternative environment;
- work with regional TV stations on small-scale projects to stimulate the production of information programs;
- legal support to help media outlets deal with requirements and harassments from the authorities;
- encouragement of associations to take an active role in media development;
- creation of synergy among media assistance activities to ensure maximum impact and cost-effectiveness.

Results: Results since the projects inception include the funding of several of the dozen or so non-state newspapers still publishing socio-political news, who are unable to become fully self-sustainable due to restrictions by the authorities which limit their distribution and their advertisement revenues. In addition, Internews has taken advantage of growing internet penetration by helping several major newspapers to fully shift to the Internet, and others to launch or upgrade their existing websites. Outlets appreciated the training component Internews offered in this field, given how new these technologies are for many of them.

In addition, activities to attract a broader audience and extend the reach of local media outlets were carried-out with the introduction of innovative multimedia and support for small projects aimed at improving the standards and quality of information programs. Specifically, a number of internet initiatives targeting youth were supported such as blogging, journalism trainings, and youth-targeted content. Internews also supported small projects aimed at the production of talk shows and the optimization of newsroom work. Although Internews understands that, due to strong self-censorship, the impact of work to improve the standards and quality of information programs remains limited, it believes that programs like talk shows should be encouraged as a platform for debates at the grassroots' level and as contributions to citizens' civic education.

Lastly, Internews established partnerships and coordinated media efforts to improve the level of support for media outlets and facilitate coordination and communication. Partnerships with approximately half a dozen media organizations have, for example, facilitated the provision of a range of services to media outlets and professionals in the region, from training to legal and content support, despite the particularly difficult environment in which they work. Additionally, since 2006, Internews has been actively involved in media coordination efforts, participating in regular meetings between donors and representatives of local media, as well as combining support with other organizations. A major achievement of this coordination was the launch of a large project to establish a common secure online publishing platform for online media. Within the framework of this project and beyond, donors have agreed to maintain and even improve their level of coordination and communication.

Building Organizational Networks for Good Governance and Advocacy (BONGA) in Tanzania

Location: Tanzania

Duration: September 2005 – September 2008

Total Award: \$5,067,390

Implementing NGO(s): Pact

Description: The Building Organizational Networks for Good Governance and Advocacy Program (BONGA) was a four-year program aimed at increasing public participation in political decision-making and holding government accountable. To prepare civil society organizations to play a role in improving the Government of Tanzania's accountability, the Program supported the development of civil society capacities through a variety of activities, including: developing the institutional capacities of civil society organizations and citizen groups, providing a strong basis for their advocacy activities, and strengthening CSO networks and linkages, with a special emphasis on partnerships with local government offices for accountability. The project included the introduction of a Public Expenditure Tracking Surveys (PETS) methodology, in which multiple CSOs were trained, as well as related training in investigative journalism and support for research for numerous journalists, both of which combined to reinforce watchdog efforts by citizens and combat corruption.

Results: Under the media portion of this program, Pact supported a variety of activities to support journalism, recognizing the important role journalists can play in combating corruption by monitoring the government and through private sector activities. Pact, in collaboration with two media institutions; the Media Institute of Southern Africa and Journalists Environmental Association of Tanzania, conducted training for journalists and editors in topics such as investigative journalism (IJ) in corruption and good governance, IJ in natural resources management and IJ in public procurement. There was also one training for editorial cartoonists and photographers on their role in reportage of corruption-related material. Furthermore, media owners, managers and editors attended roundtable discussions on their role reporting on corruption and good governance practices in the country. Specific results include:

- There was a continuing dramatic upward trend in the number of stories about corruption appearing in the press.
- A total of 7,547 articles on corruption and anti-corruption issues were written in various newspapers.
- 314 journalists were trained during the life of the program.
- At the inception of the program, Tanzanian newspapers were publishing only about 20 corruption-related stories per month; today, the figure goes around 314 per month.

- Several of the journalists trained by the program were involved in breaking the story of the Richmond scandal and External Payments Account (EPA)
- Responding to our success, other donors (Norway) have begun funding long term programs in Investigative Journalism focusing on governance in natural resource management

Pakistan - Afghanistan Cross Border Training and Information Exchange Program

Location: Pakistan, Afghanistan

Duration: October 18, 2004 - April 15, 2007

Total Award:

Implementing NGO(s): Internews

Description: This project aims to promote the availability and exchange of information to populations on both sides of the Afghan-Pakistan border by enhancing the quality of journalism, and the quantity of news and information programs in the region, encompassing NWFP, Baluchistan, and neighboring provinces in Afghanistan. Internews has set up training centers in major urban centers in both countries, where journalists come together for seminars and workshops, and meet with other journalists and representatives from NGOs and governments. Internews further facilitates improved journalism with small travel grants to allow local media to cover regionally important issues.

The objectives of the project are:

- To impart reporting skills to journalists in the border regions of Afghanistan and Pakistan.
- To facilitate the exchange of information, primarily via radio programming, both in the border regions and to audiences throughout Pakistan and Afghanistan.
- To increase the quality, accuracy and volume of information available to the public in the region, and to improve their ability to make educated local political and social decisions.

Results: Since the establishment of the Information Exchange in 2004, the project has been engaged principally in the following four areas:

1.) Training/Capacity-building: The Information Exchange program has trained a total of 251 media professionals, among whom 49 were females. Cross-border travel for workshop participation has been a frequent feature of Information Exchange training, with most such trainings being held in Pakistan. In 2006, a total of 19 Afghans participated in Information Exchange workshops held in Pakistan, while in 2005 the number of Afghans participating in Pakistani workshops was 23. Of those who have been trained by the Information Exchange, 40 reporters have been recipients of Information Exchange travel and research grants, and have contributed reports regularly to Information Exchange programs.

2.) Evaluation: Evaluation has been an ongoing aspect of Information Exchange activity. The first baseline survey was conducted at the onset of the project. The aim of this first survey was to establish listener preferences and habits. The results of the survey were instrumental in determining the design and orientation of Information Exchange radio journalism training seminars as well as the topics addressed in – and the format of – Information Exchange programs. The survey showed high radio listenership in both Afghanistan and Pakistan – 93 and 85 percent respectively.

3.) Production: *Da Pulay Poray* has been the flagship and centerpiece of Information Exchange activity and production. Internews has produced 85 editions of the program, together with Information Exchange trainees in Afghanistan and Pakistan, over the two years of activity.

4.) **Broadcasting:** Information Exchange programs have been broadcast on independent FM radio stations in both Afghanistan and Pakistan. In Afghanistan, the Information Exchange has been able to benefit from access to a widespread network of radio stations, established by Internews Afghanistan. This network of radio stations is provided with a constant stream of centrally-produced program material. Programs – including those produced by the Information Exchange – are sent to radio stations through two channels: the Tanin Network, which provides CDs of programs to over 60 radio stations throughout Afghanistan, for broadcasting at the convenience of the local radio station; the Salam Watandar network, which relays a satellite-feed of programs to over 35 radio stations throughout Afghanistan. Information Exchange programs have been included in both these distribution networks.

A Mobile Voice: The Use of Mobile Phones in Citizen Media

Date: July 21, 2008 – September 22, 2008

Award: \$24,400

Implementing NGO(s): Pact

Description: This report explores the dynamic role of mobile phones in enhancing access to and creating information and citizen-produced media. Trends in the use of mobile telephony are discussed with a focus on software and platforms that make content creation and broadcasting easier. Also presented is an inventory of current and potential uses of mobile phones to promote citizen media and freedom of information, as well as short case studies of examples. Additionally, security considerations that might impact citizen media and freedom of information are discussed. Finally, the report includes an exploration of the direction for medium-term media assistance and investments.

The following research activities were conducted:

- A survey and analysis of available and soon-to-be-available mobile software applications that can be used to produce or consume media, including software and mobile-based web applications facilitating journalistic activity, communication between mobilephones, secure communications, and audio/video platforms.
- In-depth interviews with stakeholders in the news and mobile media fields.
- Discussion and review related to current and potential security issues for citizens and journalists using mobile technology.
- An inventory of who is using mobile phones for citizen media and how, including an exploration of projects and areas of activity.
- Ideas and recommendations for strategies supporting the use of mobile telephony to promote freedom of information and engage in citizen media activities.

Results: In conclusion, the study finds mobile phones to be the most pervasive tool for communication between people today; they are intuitively and inherently social, expressive devices. Professional journalists, everyday citizens, and organized groups are capitalizing on the power of mobile technology to produce and consume media. Development agencies can best capitalize on mobile technology through greater collaboration, by investing in tools to maximize the strategic leveraging of the devices and networks, and by influencing policy in a way that creates an enabling environment for a more informed and participatory society.

Civil Society Advocacy (CSA)

Location: Haiti

Duration: August 15, 2007 – August 14, 2010

Total Award: \$15,334,686

Implementing INGO(s): Pact, Internews, and NDI

Description: The Haiti Civil Society Advocacy project is a comprehensive effort that combines capacity building for CSOs on both national and local levels, extension of NDI's successful civic education and community participation programs, and support for journalists and rural radio production. It focuses on strengthening the voice of the public in decision-making and building the resilience and leadership of NGOs to constructively advocate on behalf of their constituents and supporters, as well as playing a watchdog role.

Results: Under the communications and media component of the CSL project, Internews has conducted a variety of activities to improve media professionalism and independence through technical upgrades, training and mentoring for the community and commercial radio station staff and volunteers. To date, journalism trainings in editing and recording techniques and in accounting, budget management, and income generation have been offered to community and commercial radio stations. In addition, four cost-share agreements have been signed with commercial radio stations in which station owners commit to supplying both time and equipment for their journalists in exchange for Pact's training.

Two local journalists received training in a training-of-trainers (TOT) conducted by an international contractor. These local journalists will be responsible for mentoring in the field, and for assisting Community Radio Stations (CRS) with reporting requirements.

A two-day leadership workshop for women journalists was organized to reinforce their leadership skills and foster greater participation of women in the media, where they are notably scarce and their role generally downplayed.

Devastating tropical storms in early August 2008 disrupted project activities in Haiti and even caused set-backs with some radio equipment damaged or destroyed. Consortium members responded to the crisis through assistance in information exchange and by monitoring the delivery of emergency relief. Internews gathered journalists from regions suffering flood damage and facilitated meetings with members of the Citizen Observatory for Public Power Action (OCAPP) to monitor emergency relief activities. Internews also worked closely with journalist associations to determine the extent of lost or damaged radio equipment and made plans to repair or replace it.

Madagascar Media Message: The M3 Ainga Program

Location: Madagascar

Duration: May 2002 – December 2004

Total Award: \$1,729,652

Implementing INGO(s): Pact, Internews

Description: Pact Madagascar assumed a principle role in spearheading and implementing the M3/Ainga Program to enhance and encourage youth civic education for in-and-out-of-school youth between the ages of 13 and 25. This program, funded by the United States Agency for International Development (USAID) as a pilot program, permitted youth to become responsible citizens by using three interlocking and mutually reinforcing approaches:

1. Improvement of civic education programs;

2. Media and Civil Society Organizations (CSOs) support in educating youth of civic responsibilities;
3. Youth conscious of concepts underpinning a responsible citizenry.

Broadly speaking, these three components were realized by enhancing the skills of college teachers (grades 6-8) and youth educators of CSOs (learning centers and associations). In addition, key civic issues were identified and disseminated through local, regional and national media channels (radio, TV, newspapers), reaching out and influencing youth to become responsible citizens both in and out of school.

There are three main components to M3/Ainga:

A training component

- In Fianarantsoa, Tamatave, and Antananarivo, designed to train new and old teachers on core civic issues, and on an innovative participatory teaching style that encourages students to raise questions and to think and respond creatively.
- Pedagogical counsellors and teachers trained in the pilot phase received in-service training so they could in turn train other teachers- 20 counselors and 5 teachers among the cohort were selected for training.

A formal, in-school component

- The quality of civic education in the classroom was improved by shifting the curriculum from a purely standard didactic, lecture format to an interactive one encouraging students to ask questions and to identify and resolve civic and public policy issues directly.

A media/CSO component

- Designed to work with partners to generate and reinforce a broad awareness of civic issues among youth at large, particularly youth (13-25) not enrolled in school.
- Trained journalists, television and radio personalities on more effective ways to identify and disseminate information on key civic issues to youth.
- Trained members of CSOs on content-development and programming capacity of media, and to encourage youth's feedback for broader discussion, policy dialogue and/or advocacy.

Results: The result went beyond expectation in terms of number of teachers trained during pilot phase, implication of partners in particular at the Ministry of education level. All expected results for that phase were obtained)

Pact M3/Ainga assumed a principal role in supporting the government's strategy to promote civic education by strengthening three divisions of the Ministry of Secondary and Basic Education: UERP, training division and DIRESEB. The student-centered, community-based methodology was implemented by the M3 program in strategically selected areas and schools of operational sites, with the support of the Center for Civic Education (CCE). Results include over 43,000 students reached at the middle school level; a pedagogical methodology tested in 50 CEGs, touching 272 middle schools; 252 teachers trained in the methodology plus 5 teachers trained as trainers; the creation and production of methodological documents to support civic education in

both French and Malagasy; and the training of teachers and civil society organizations on the “Foundations of Democracy.”

With the support of Internews and ASF, different programmatic steps were taken to increase the capacity of media partners to address youth civic issues. Pact M3 Ainga supported eight media partners and among this group, four partners (from Fianarantsoa) conducted formal training sessions, in training service and development of program content, competitions on civic issues. Substantial support was also given to CSO’s to strengthen and reinforce their capacity to facilitate discussion and interaction for youth.

Throughout the program, 19 Media and CSO partners received grants up to USD 150,483 to develop actions for youth. The fund was used to promote civic discussion, attitude and engagement of youth out of school. In the Fianarantsoa region, young peasants and youth from high school and University played a great role in participating in activities such as mobilizing the community to have drinking water in one suburb, to have a clean city, to discuss about youth unemployment and security etc.

Teachers participating in the M3 program began teaching courses in civic education on October 2, 2002 when classes resumed for the academic school year. During a “pre-test”, 4,326 students were asked to answer Pact M3-administered questionnaires, and among this cohort, 326 individuals were members of the Civil Society Organizations (CSO). Eleven schools were targeted for questionnaire purposes, in addition to a number of civil society organizations.

Overall, approximately 45,000 students are experiencing the new teaching approach in civic education, particularly regarding citizen’s role and participation. The lessons learned workshop conducted by Pact in September 2003 indicated :

- Youth are becoming more expressive and more engaged in their school work;
- Youth and adults are learning that can use their rights as citizens to influence public policy;
- Links between schools and local communities can and must be achieved in order to provide a voice for young Malagasies; and
- Through youth adult can also learn.

Objective 5: Strengthened Democratic Political Culture and Gender Equity

Introduction

Strengthened democratic culture and gender equity through greater civic participation and engagement in government is a cross-cutting objective under the CSL Leader Award that has, in various forms and degrees, been integrated into all program activities. Whether through technical assistance or through sub-grants to local CSOs, the Pact Consortium has always sought to promote the democratic values of accountability, transparency, and equality. The projects below, in particular, have aimed at encouraging civic participation in decision-making processes through civic education, coalition strengthening and the development of advocacy skills, all of which are needed to strengthen participation in democratic government. Peace building projects, which promote inter-group collaboration and foster attitudes of tolerance and compromise, have also been included under this objective.

A Long-Term View – Civic Education

Laying the foundations of longer-term changes in political culture through the institutionalization of education programs has been an important goal of civic education programs in Southeast Asia and the Middle East. The focus on long-term change, a key theme to emerge across education projects, is exemplified in teacher trainings on child-centered democratic teaching methodologies, the introduction of civic education materials in school curriculums, and the development and distribution of textbooks and training materials that are adapted to the social and cultural context of each country. Ensuring that project activities continue well after funding ends, Ministry of Education officials in Bangladesh, Afghanistan, Pakistan, and several Arab countries have worked closely with Consortium partners to develop and adopt curriculums incorporating civic education. These efforts and others by CCE, CRI, EDC, and others are building understanding of and appreciation for the fundamental values, principles, and institutions of constitutional democracy. They are reinforced by the local ownership of processes created through the establishment and organizational support of local groups both as individual NGOs and as networks, as well as the involvement of universities and private schools in the curriculum reform and civic education teaching process

Linkages for Dialogue

Another commonality of projects under this objective has been the emphasis on strengthening ties between communities, the civil society sector, and government to create a more democratic political culture of civic engagement and public dialogue. In education, for example, CCE actively engaged secondary students in public affairs by developing their ability to identify and analyze problems in their community, and propose solutions. In advocacy, Pact Zambia facilitated information sharing between government and communities through the creation of Constituency Liaison Committees (CLCs) under its A-WATCH grants program. These committees have taken community activism beyond HIV/AIDS, providing members of parliament with information on issues of concern to their constituency while also keeping their leaders accountable. In Kenya, Pact is strengthening government and community ties by targeting NGO coalitions and other civil society actors with the greatest potential to build large constituencies. With a shared voice, these organizations can more effectively communicate the needs of communities and demand increased accountability, transparency, and justice from the government. Strengthening ties between communities and the government, using civil society to mediate, has promoted the democratic values of public dialogue and civic participation. This process is linked,

indirectly, to the provision of accurate and relevant information on local conditions transmitted by a free media as supported under Objective 4.

Peacebuilding

Peace-building programs, though not explicitly concerned with strengthening democratic political culture or promoting gender equity, do aim to foster the values of inter-group dialogue and tolerance that ultimately create the conditions for peace and a stable democracy. An important component of all peace building programs under this award has been drawing attention to the process itself, providing local actors who assist with peacebuilding with the tools not only to help mitigate flare-ups in a given context, but also to understand conflict dynamics and more effectively preempt flare-ups in insecurity through their enhanced awareness of their role as that of an agent for peace. A secondary component of several of the projects is the focus on supporting important work with its own positive outcomes to root peace in concrete practice – in particular, through support for economic linkages such as trading posts and markets to stimulate cross-identity interaction and economic dividends of peace. These projects are less about financially rewarding peaceful interaction, and more about establishing the interpersonal ties that help make any given peace agreement or informal understanding resilient enough to endure the inevitable stresses caused by different identity groups living in proximity. Finally, through its peacebuilding programs, Pact has attempted to bring to both local and international development actors in conflicted regions a renewed understanding of their role as passive or even active agents in a conflict/post-conflict situation, and draw their attention to processes that can help ensure that they do no harm even as they move forward with their peace-building, participation, or other development efforts.

The diversity of projects that contributed to this objective is further illustrated in the list of projects below. While these projects focused concretely on changing political culture and inclusion as a core element, virtually every project conducted under this LWA, through its demonstration of mechanisms for participation or its provision of public goods such as legal frameworks and free information to enable such conduct, contributed to changes in the local understandings of and culture towards democracy.

Strengthening Civil Society Participation in the Governance Process

Location: South Africa

Duration: September 2003 – August 2007

Award amount: \$4,386,020

Implementing NGOs: Pact, Idasa (local partner)

Description: Pact and local partner Idasa are creating new synergies to strengthen the capacity of civil-society organizations to participate effectively in local government. This will be achieved by training CBO leaders to engage local councils effectively in development and implementation of local government policies and plans so that they meet the development needs of their communities; increasing the capacity of key local-council personnel and local civil society leaders to jointly manage the changing local government-civil society relations; and by training key CBO personnel in skills needed to qualify for government tax benefits and government grants. Pact has also issued sub-grants for civil society activities directly to several sub-grantees.

Results: The project completed several phases and, despite having to close earlier than originally planned due to funding shortfalls in the USAID/South Africa office. In addition to the civic participation stimulated through the project, it included significant capacity building by both Idasa and Pact. Under the Strengthening the Capacity of Victim Empowerment and Criminal Justice CSOs portion of the project,

accomplishments included orientation of new coaches and management of coaches, assessments of all 13 CSO partners, and steps to link those partners to a variety of funding sources. Partners included Childline, Mosaic, President's Award for Youth Empowerment, Senakangwedi Health and Healing, Street Law, Trauma Center for Survivors, and Thohoyandou Victim Empowerment Program (TVEP). Their work included training counselors in supporting and educating child victims of violence in the courts; training court support workers to provide outreach on domestic violence and protection from abuse; building financial support from local governments for chapters of youth protection organizations; awareness raising about women's inheritance rights and customary law, together with training of local elders on the topic; training educators in ethics, violence against women and children, and lawfulness; offering training for school-based interventions in support of children victimized by violence; and conducting community workshops on empowerment of victims of violence, breaking silence, and access to justice.

Through the work conducted by Pact/Idasa partners, numerous key officials, elders, court staff, and educators were trained around the overall theme of better addressing violence and offering inclusion and support to its victims. With a particular focus on violence against women and children, the project thereby supported a new emphasis within the justice system and schools in the districts where it worked on the rights of the victimized and the need to change existing stigma associated with victimization.

Accountability through Watchdog Institutions (A-WATCH)

Location: Zambia

Duration: September 2004 – September 2007

Award amount: \$ 5, 250,000.00

Implementing NGOs: Pact

Description: The A-WATCH program has three primary components: the Parliamentary Reform Project (Stage II), the Anti-Corruption Initiative (ACI) and a small grants program in support of community-based initiatives relating to citizen demands for accountability and the integration of HIV/AIDS awareness with democracy and governance concerns. The main objectives of the program are to support the development of sound democratic institutions in Zambia, to strengthen the independence and effectiveness of the National Assembly of Zambia in performing its constitutional functions as an agent of oversight and reform and a key element of multi-party democracy and accountable governance, to strengthen the role of Parliament in holding the Executive accountable, to equip Zambia's National Assembly so that it can provide effective oversight of government fiscal management, and to develop policies that reduce stigma and discrimination against people living with HIV/AIDS.

Results: Over the course of three years, A-WATCH successfully awarded through a competitive selection process over two million US dollars to 36 sub-grantees and 10 sub-contractors and consultancies. Highlights of the grants program include the creation of forty advocacy committees for HIV/AIDS called Constituency Liaison Committees (CLC). These committees have taken community activism beyond HIV/AIDS, supplying information for members of parliament while also demanding accountability from their leaders. To strengthen the institutional capacity and advocacy skills of CLCs, eighty representatives participated in an advocacy training-of-trainers held by Pact.

Another milestone achieved was the successful training of 184 selected HIV Focal Point Persons (FPP) in the Judiciary Department as peer educators, resulting in the development and launch of the Judiciary

HIV/AIDS Workplace Policy. To date, participants of the training continue to conduct HIV/AIDS awareness campaigns in the gallery before daily court sessions.

In regards to the project's objective to reduce stigma and discrimination against people living with HIV/AIDS, A-Watch supported the development of a University Curriculum on HIV and AIDS. This initiative will support the development of a cadre of law practitioners able to provide technical information on HIV and AIDS to policymakers and also represent clients with cases related to HIV/AIDS.

Creating Democratic Schools in Afghanistan and Bangladesh

Location: Bangladesh and Afghanistan

Total Award: \$705,714

Duration: July 2004 – July 2006

Implementing NGO(s): CRI

Description: CRI established pilot democratic, child-centered educational programs for early primary school-age children in Afghanistan and Bangladesh. The program, entitled *Creating Democratic Schools*, introduced new teaching methodologies that are democratic in nature to teachers of preschool and primary-school-age children and aimed to draw families into the life of the school community.

The teaching methods that were taught and applied following the initial trainings encourage children to make choices, take responsibility for their decisions, express their ideas with creativity, respect differing styles and abilities of their classmates, develop critical thinking skills, and practice independent thinking. This transformation occurs without changing the national curriculum of the local country.

The program targeted four primary audiences—children, families, teachers and faculty that train teachers. By using child-centered teaching methods, teachers learned to shift the emphasis from rote learning to construct knowledge based on the individual interests, needs and strengths of each student.

Results: There were two separate projects under this grant—one in Bangladesh and another in Afghanistan. Under the *Creating Democratic Schools* project in Bangladesh, program related activities focused on a collaboration with Save the Children – USA where Children's Resources International provided training for Save's core team and members of their education team as they prepared to launch and sustain the USAID funded SUCCEED project. The collaboration included four separate trainings which were conducted over a 12 month period. The trainings focused on child-centered, democratic classroom practices that instilled a solid base of developmentally appropriate practice for teachers working with children ages 6–8, math and literacy standards and correlating activities to support skill acquisition and teacher/adult made active learning materials from locally available materials. Project outcomes include a trained team of project directors who will oversee future trainings in the field, practical techniques for supporting appropriate reading, writing and mathematics skills, and durable, replicable active learning materials.

In Afghanistan, program related activities focused on collaboration with the Ministry of Education, the Ministry of Labor and Social Affairs, The Ministry of Religious Affairs, and Kabul Education University. Project related activities included training for kindergarten and preschool teachers, ministry advisors and representatives, and faculty members from the University. A team consisting of a program director and two master teachers trainers was put in place to provide ongoing support and sustainability. Over the course of the project, a preschool Work Group was formed to address needs and set goals for

education for children ages 3–6. Project outcomes include a curriculum that has been adopted by the Ministry of Education and a core group of preschool and kindergarten teachers who have been trained in child-centered, democratic classroom practices, equipped kindergarten classrooms, a preschool methodology translated into Dari, and a model training site for teachers preparing to enter the government school system.

Civic Education Program for Pakistan and Bangladesh

Location: Pakistan and Bangladesh

Size: \$949,181

Duration: July 2004 – March 2008

Implementing NGO(s): CCE

Description: CCE, in partnership with leading educators in Pakistan and Bangladesh, carried out a pilot program in Bangladesh and Pakistan to (1) implement an effective civic education program entitled *Project Citizen*; (2) increase the capacities of Pakistani and Bangladeshi educational leaders in partnership with CCE to create, implement, and sustain effective civic education programs in their schools, and (3) expand a network of Asian institutions and individuals committed to the implementation of civic education and the strengthening of civil society.

Project Citizen is a civic education program for middle school students that promotes competent and responsible participation in local and provincial government. It actively engages students in learning how to monitor and influence public policy and encourages civic participation among students, their parents, and members of the community. The curricular program focuses on the role of local and state/provincial governments, involving an entire class of middle school students in a series of structured, cooperative learning activities guided by trained teachers and adult volunteers. Working in cooperative teams, the class learns to interact with their government.

Results: The major accomplishments of the program include the adaptation of the *Project Citizen* Level I (for secondary schools) and Level II (for upper secondary schools / universities) for use in Pakistan and Bangladesh. More than 120 secondary schools and 11 universities in Bangladesh and Pakistan were introduced to the concept of civic education through *Project Citizen*, with efforts made to include a balance of urban and rural, public and private, boys and girls institutions, and out of school youth. Altogether, 252 teachers, 123 principles, and over sixteen thousand students in Pakistan received training in student-centered methodologies to increase informed civic participation. In Bangladesh, 30 trainer-of-trainers, 39 teachers, 15 principles, and 1,412 students benefitted from the training. In addition, public awareness about civic education was significantly enhanced through newspapers, television, and radio coverage of the program.

Although the original goals of both programs were successfully completed, CCE's partner in Pakistan proved to have greater capacity to expand the program beyond a pilot phase. According to the Center's evaluation, CCE Pakistan now has the capacity to continue training teachers and students in the use of the *Project Citizen* Level I and II and, with additional support, could continue to expand the program to other regions and to all grade levels. By comparison, evaluators of the Bangladeshi pilot project suggested that supplementary teacher training in basic concepts of democracy and project/community based learning should be conducted; that teacher and student guides needed to undergo further adaptation; and that the local partner could benefit from capacity building to overcome challenges in school and parent support of the program. Despite these challenges, the evaluation found that the

majority of students and teachers in both Bangladesh and Pakistan supported the continuation of the program.

Promoting Stability at the Sudan-Ethiopia Border through Enhancing Conflict-Sensitive Cross-Border Trade

Location: Ethiopia, Sudan

Total Award: \$1,847,014

Duration: November 2006 – February 2009

Implementing NGO(s): Pact

Description: The Pact program for the Ethiopia-South Sudan border area was designed to engage with populations on both sides of the border over a three year period with the aim of addressing the marginalization of border communities, identified as a key driver of conflict in the region. The project builds on the foundations of Pact's existing peace projects in the regions of Greater Upper Nile in Sudan and Gambella in Ethiopia, a cross border area that is unstable but of strategic importance to both countries and the region as a whole. The promotion of trade and economic activity in the cross-border area is based on the hypothesis that instability and conflict stem from economic marginalization. A detailed conflict assessment provided the framework for programming activities, ensuring that interventions would address root causes of conflict and that key stakeholders and beneficiaries are targeted. The monitoring and evaluation framework, a critical component of the project, addresses indicators of (i) economic development, (ii) economic dispute resolution capacities and (iii) levels of violent conflict and community stability.

Results: This project, initially a Leader Activity, later continued through a separate Associate Award, is still ongoing. Interim results include the Baro river peace market project, which is creating a "peace market" in Itang. This peace market will lessen economic marginalization among competing communities by fostering overall economic development and peaceful resolution of conflicts. Increased migration to an area of limited resources has fueled competition for land and livelihoods around the Baro River where effective mechanisms to regulate and manage natural resources and inter-communal relationships are absent. Progress has included extensive consultations and the provision of a grant to 3 organizations. This grant involves the creation of trader market committee, the formation of a youth and women's inter-ethnic cooperatives, capacity building for traders and co-operatives, the development of market space aimed at supporting marginalized local traders, and start-up of income generating activities with the cooperatives and vocational training to increase employment opportunities. Extensive consultation and planning with local authorities, traders and community representatives have resulted in community owned plans, a high degree of local government support, and increased momentum for inter-ethnic joint projects. Communities have recognized the need to have joint inter-ethnic initiatives to increase social cohesion and business opportunities as well as the need to target groups from villages along the Baro who come to trade in Itang market, to ensure benefits reach communities equitably and have an impact on conflict along the river as well as in Itang town. The Local authorities have allocated an area into which the market will expand and have allocated buildings for income generation activities among women and youth from the various communities.

Economic empowerment of the Anywaa community in the Pochalla-Pinyudo corridor, a traditional trade route between the Anywaa towns on the Sudanese and Ethiopian sides of the border, is a second component. The Economic empowerment of the Anywaa community in the Pinyudo-Pochalla corridor project will promote economic participation of the Anywaa community in order to address perceived

marginalization that fuels conflict between the Anywaa and the state and the Anywaa and their neighbors.

The border between Pochalla and Pinyudo has been closed by the Ethiopian government since 2003. None-the-less, following the appointment of a new SPLM commissioner in Pochalla, Sudan, local authorities have established contact cross border at the woreda and regional level for the first time since 2003 (facilitated by the program). Against this challenging context, the program supported stakeholder consultations in Pinyudo and Pochalla. Local authorities, traders and community representatives expressed great interest in the program objectives and developed a series of proposals including the development of the remoter areas along the trade corridor, in particular the village of Tedo. The village of Tedo is a strategic crossroad between Pinyudo and Pochalla and is a meeting point for traders from both sides, and potentially for improved border governance and economic recovery. Local authorities on the Ethiopia side also expressed a willingness to recognize and legalize legitimate cross border traders, a significant step given that the greatest obstacle to trade has been the labeling of Anywaa traders as bandits and their extensive harassment and taxation along the trade corridor.

A third component has been supporting cross border traders along the Matar-Nasir-Akobo corridor project, a front line in the devastating conflict between the Lou and Jikany Nuer since 1993. This conflict, though for the most part resolved, continues to manifest itself in often violent competition for land and natural resources. The program awarded 4 grants involving over 8 community based organizations in Akobo and Matar, including both peace committees and traders. The local associations in Akobo have (i) agreed to form a management committee for the coordination and monitoring of the project's implementation which has undertaken monitoring trips to most of the project locations; (ii) created a Standing Committee to monitor and resolve economic disputes and prevent escalation of conflict (iii) (traders association) expanded their saving scheme/traders' fund and have planned for promotion of key products (such as honey) cross-border (iv) returnee carpenters have started their production activities with new tools and peace committee support (v) new restaurants and a tea shops have opened and have struck deals with vegetable producers (vi) and the youth association has initiated farming activities. It is too early to measure an increase in inter-communal trade and dispute resolution capacity. However, authorities, key traders and community elders in Matar and Akobo have warmly welcomed the program and have recognized the role of traders in maintaining cross border stability. They have encouraged broad community consultations, allocated good land and engaged with Pact in order to re-open dialogue cross border on security and trade following Lou-Gaguong violence. This has prevented the escalation of conflict and protected community trade agreements at the border.

Arab Civitas (MEPI)

Location: Algeria, Bahrain, Egypt, Jordan, Kuwait, Lebanon, Morocco, Oman, Qatar, Saudi Arabia, Tunisia, the United Arab Emirates, the West Bank and Gaza, and Yemen

Total Award: \$5,910,068

Duration: July 31, 2003 –June 30, 2008

Implementing NGO(s): CCE

Description: The overall goal of the Arab Civitas Program was to strengthen civil society support for, and government endorsement of, civic education programs that promote responsible participation in democratic self-government. Working through a regional association of Arab educators, student-centered civic education programs that promote an understanding of and commitment to democratic values and principles were implemented in the elementary and secondary schools of eight Arab nations. The project aimed to increase the capacity of Arab educational leaders to create, implement, and sustain

effective civic education programs in their schools and universities through the exchange of ideas, experiences, and programs for the development of civic education among leaders in Arab countries.

Results: The Center for Civic Education (Center), in close partnership with educators, Ministry of Education (MOE) officials, and NGO leaders in the Middle East and North Africa, has established a vibrant network of NGOs and education officials focused on civic education. Since 2003, the Arab Civitas network has implemented civic education programs in classrooms at the elementary, secondary, and tertiary school levels in twelve Arab countries. The programs focus on developing in students an understanding of the fundamental values, principles, and institutions of constitutional democracy; fostering a reasoned commitment to these values and principles; and developing the knowledge, skills, and attitudes required for competent and responsible participation in democratic government. Local partners have established strong collaborative relationships with local MOEs and NGOs, trained over 5,000 teachers, and implemented programs with over 170,000 students to date with Middle East Partnership Initiative (MEPI) funding.

Institutionalization of civic education programs was an ongoing goal throughout the length of the project, with a particular focus during the third cycle of funding, October 2006–June 2008. The Center worked extensively with country program partners to build their technical capacity in gaining host-government and civil society commitment to civic education and in sustaining their organization’s role in civic education beyond the end of US government funding. While ongoing training and classroom implementation took place throughout the period, efforts were made in Algeria, Jordan, Lebanon, Morocco, Tunisia, the West Bank, and Yemen to engage Ministry of Education officials and curriculum developers in dialogue about civic education and to establish formal agreements for collaborative efforts with their MOEs. Jordan, Lebanon, Morocco, and the West Bank in particular have strong potential for institutionalization of civic education programs in the national curriculum if collaborative efforts with their MOEs are continued. The Center worked in direct partnership with MOE coordinators in Bahrain and Oman, and significant steps towards institutionalization were also made in these countries.

Civic Education Program: Malaysia

Location: Malaysia

Total Award: \$159,756

Duration: January 2003 – April 2004

Implementing NGO(s): CCE

Description: CCE partnered with the United States Embassy in Kuala Lumpur, Malaysia, and Malaysian civic educators to promote and improve civic education in Malaysia. To meet this objective, a program was implemented with the following four objectives: one, a visit by Malaysian educators to Padang, Indonesia to observe the Kami Bangsa Indonesia (“Project Citizen”) showcase; two, a Center funded visit by eight Malaysian educators to the United States for orientation and observation of Center programs in the field; three, a “Project Citizen” pilot program in Malaysia involving 12 schools; and four, an evaluation of program impact. Activities included study tours, showcases and a “Project Citizen” pilot program in twelve schools that promotes competent and responsible participation in state and local government. *Projek Warga* or “Project Citizen,” directed at lower secondary students and the young in general, promotes competent and responsible participation in policy-making processes at the state and local government. More specifically, it actively engages students in learning how to get involved in public affairs and encourages civic participation among students, their parents, and members of the community.

Results: A quality model for interactive student-centered education was provided for Malaysian teachers, students and parents as a result of this project. Following a very successful teacher training program and consequent implementation of Project Citizen in each of the twelve middle schools involved in the program, all of the teachers and students of the twelve schools implementing the program in Penang participated successfully in the competition showcase conducted at Universiti Sains Malaysia September 1-2, 2003. Because Universiti Sains Malaysia provided some of its own resources and funds to conduct the showcase, funds were freed up for an additional training of teachers in eleven middle schools of Sebarang Perai Utara. Twenty-two teachers and four hundred and forty students participated in that program, funded by virtue of a program extension

Civic Education Program

Location: Indonesia

Total Award: \$1,617,416

Duration: August 2001 – May 2004

Implementing NGO(s): CCE, CRI

Description: Under this associate award, Pact consortium members CRI and CCE implemented separate but complementary programs to advance civic education in Indonesia; CRI targeted the kindergarten and primary level while CCE worked primarily in secondary schools. More specifically, CRI conducted training and adapted materials to carry out its “Step by Step” program, an educational reform program that introduces child-centered and democratic teaching methods, and supports community and family involvement. CCE assisted the Indonesian Ministry of Education designees in the development of new civic education programs for Indonesia. Programmatic activities included the development of a new curriculum; training of teachers as part of CCE’s “Project Citizen” pilot program; and the development of an administrative network.

Results: CRI’s early childhood project in Indonesia, Creating Democratic Schools, engendered democratic ideals and principles within young children, their families, teachers, school administrators, and the faculty who trained teachers. It was implemented in 96 kindergarten classrooms, in Jakarta and West Java; with approximately 4,320 children and 225 educators benefiting from improved teaching and learning.

The CCE’s Kami Bangsa Indonesia (Project Citizen or KBI) curriculum program engaged students in a process where they learned the meaning of public policy, identified a public policy issue that affected them, and then worked step-by-step towards a proposed policy solution. The program reached over 316,525 students in more than 3,369 schools throughout the archipelago.

Creating Child Centered Schools in Malaysia

Location: Malaysia

Total Award: \$151,056.00

Duration: September 1 2003 – February 28, 2008

Implementing NGO(s): CRI

Description and Status: CRI will establish a democratic, child-centered educational program for preschool and early primary school-age children in Malaysia. The program introduces new teaching methodologies that are democratic in nature to teachers of very young children and draws families into the life of the

school community. The objectives of the program include: increased use of democratic, child-centered methods in the education of preschool and primary school children; increased participation of families in pre- and primary school activities; increased attendance and retention rates of pre- and primary school children; increased access to education among pre- and primary school boys and girls; increased quality of preparation for teachers-in-training.

Results: CRI had two partners in Malaysia - the Ministry of Education, in Kuala Lumpur and the Universiti Sains Malaysia in Penang. The Ministry of Education selected 25 government schools for participation in the program with a total of 35 classrooms. Project work began at the kindergarten level and expanded in subsequent years. The University worked closely with the Ministry to improve the capacity of their teachers-in-training and to support MOE initiatives, which include the incorporation of Kindergarten into formal education. Program implementers received an orientation in the U.S. on child-centered methods which included observations of preschools and primary school classrooms.

In collaboration with its local partners, CRI adapted and translated teaching methodology materials and training modules, making them appropriate for the educational needs and culture of Malaysia. Classrooms were additionally equipped with active learning materials including mathematic toys (e.g., geoboards, pattern blocks) and resource books. In addition, 67 participants attended a weeklong training in 2004 for teachers and principals, facilitated by international trainers. A follow-up training and mini-workshops were provided in 2005 for participants. Technical assistance was provided to teachers and principals throughout the length of the project

Creating Child Centered Schools in Morocco, Tunisia, Qatar, Oman (MEPI)

Location: Morocco, Tunisia, Qatar, Oman

Total Award: \$1,075,151

Duration: October 2003 – November 30, 2005

Implementing NGO(s): CRI

Description: This program introduced new democratic teaching methodologies to teachers of very young children, drawing families into the life of the school community. The objectives of the program included: increased use of democratic, child-centered methods in the education of preschool and primary school children; increased participation of families in pre- and primary school activities; increased attendance and retention rates of pre- and primary school children; increased access to education among pre- and primary school boys and girls; increased quality of preparation for teachers-in-training.

Results: CRI translated appropriate *Creating Child Centered Classrooms* methodology books and the accompanying CRI training modules into Arabic. CRI identified a Middle Eastern supplier of the classroom active learning materials for CRI-MEPI partner schools.

CRI with the assistance of the local CRI-MEPI teams in Morocco, Qatar and Oman conducted *Creating Child Centered Classrooms* training workshops for 1,037 teachers, educational administrators and teacher trainers.

- CRI in partnership with the Moroccan Ministry of Education, Division of Cooperation conducted Train the Trainer workshops for approximately 70 Central and Regional Trainers.

- CRI in partnership with the Oman Ministry of Education, conducted Train the Trainer workshops for 31 primary school supervisors.
- CRI in partnership with CRI-MEPI teams equipped 255 classrooms in Morocco and Oman with educational materials.

In Oman, *Creating Child-Centered Classrooms* training was provided for 641 first and second grade classroom teachers and school administrators. CRI provided Train the Trainer workshops for 31 primary school supervisors through out Oman and provided technical assistant visits to schools in Muscat.

The State of Qatar has made education reform a national priority and has launched a plan entitled “Education for a New Era” to transform its schools. The Supreme Education Council (SEC), Qatar’s leading authority on education policy and funding, developed the plan. In partnership with the Professional Development Office of the SEC, CRI provided *Creating Child-Centered Classrooms* training to 121 kindergarten teachers and school administrators and provided technical assistant visits to 7 schools within the new independent school network.

Morocco: CRI has two partners in Morocco, The Kenitra Regional Academy and the Ministry of Education. The activities of each are described below: academy: CRI has provided training to 174 kindergarten, first and second grade teachers, and school administrators through the Kenitra Regional Educational Academie. The technical assistant visits in the Kenitra region highlighted how quickly the teachers and administrators have implemented many of the strategies and methodologies shared with them during training.

CRI staff worked in partnership with Mr. Aziz Nahya, Mr. El Hassan El Yazidi and Mr. Hammou Amzil of the Ministry of Education, Division of Cooperation to implement *Creating Child-Centered Schools* Train the Trainer workshops for Morocco’s countrywide kindergarten training initiative. CRI trainers initially provided Train the Trainer workshops to 24 members of the Ministry of Education’s Central Training Group. Then CRI co-trained with the central trainers and together these teams provided Train the Trainer workshops to regional trainers in Oujda, Fez, and Meknes. CRI staff in partnership with the National Ministry of Education trained 24 central trainers and approximately 50 regional trainers.

Early Warning Posts – Stabilizing Rural Areas of Upper Nile Region

Location: Ethiopia

Total Award: \$,925,313

Duration: April 30, 2007 – March 29, 2009

Implementing NGO(s): Pact

Description: The lack of functional government – including and especially the law and order organs – in the rural areas of Greater Upper Nile Region where the major pastoralist communities come together has enabled a culture of lawlessness and violence to become the norm. These tribal borders are now mostly depopulated because of the prevalence of cattle looting and raiding and an endless cycle of banditry. This project will make a contribution to improving security by establishing early warning monitoring posts located between communities in ethnic border areas, as well as on local civil-society capacity-building on public institution oversight and engagement, so that communities are better able to work with and contact local authorities/police when banditry or tribal conflict occurs.

Results: This project is working in four key areas: to enhance community security through increased presence and monitoring in border areas; to support the work done on civilian disarmament by undertaking training and constructive activities to engage the youth; to create local mechanisms for engagement and dialogue to mitigate and reduce violent conflict associated with the dry season movement of cattle and people; and to build the capacity of local communities to positively affect their own security in conjunction with the local authorities, including the courts and law enforcement agencies, as the legitimate security forces.

To date in the project, early warning post sites have been established in two areas. A number of community meetings took place, facilitated by grantee organizations, in the locations where those sites have been constructed. These meetings were part of a series that are taking place in the areas where the early warning posts have been established, with each meeting dealing with progressively more sensitive issues, all the while building relationships between communities. The first set of meetings were successful and brought together about 140 participants from four communities (Dinka-Gawaar and Lou-Murle), including local authorities, police, civil society, youth, women's groups and traditional leaders.

Pact and its partners also have been assisting through training youth to conduct the actual construction efforts. More than 200 youth have graduated from the block-making and construction training programme. The trained youth then built a total of eighteen buildings (an ablution block, kitchen-dining area and a storeroom) across the six different early warning post sites. Each of these eighteen buildings was constructed using local materials, wherever possible, and local technology in the form of a block-making machine which produced stabilised-soil blocks. Upon the completion of the training, the youth were presented with the tools and equipment (including the block-making machine) so that they can continue to use their new skills and pursue alternative livelihoods. The buildings were painted upon completion in preparation for the formal handover to the local authorities.

Democratic Values through Civic Education Program

Location: Russia

Total Award: \$800,000

Duration: August 2004 – May 2006

Implementing NGO(s): CCE

Description: The Democratic Values through Civic Education program was a 22-month project linking civic education in the curriculum with community service as a co-curricular activity in Russia. The program aimed to meet the overall goal of strengthening civic education in classrooms and civic engagement between schools and communities. The centerpiece of the project was the *I Am a Citizen of Russia* program, created in 1999 as a community-based adaptation of the American public policy program, Project Citizen (PC), developed by the Center for Civic Education. The PC curriculum develops students' ability to effectively identify, analyze, and propose solutions to public policy issues. First, students explore their community needs, choose an issue they believe to be important, and provide justification of their assessment. They then research ways the problem has been addressed before, suggest their own solution, and create an action plan that, ideally, results in public policy change.

Results: Over the life of the award, multiple achievements were made in strengthening civic education and engagement and in disseminating information on the program throughout Russia. An primary result of the program was the number of students' community projects that were fully or partially implemented. Over 1,600 projects out of 2,200 developed by students went from good ideas about

improving local communities to actually changing community life for the better. Approximately 50,000 students were involved in projects—almost twice the original target number.

Though direct involvement of students in changing their communities for the better was the program's primary goal, another very important goal was the training of teachers who will continue to teach students with the project methodologies of Project Citizen in the future. This enhances sustainability by ensuring that use of the methodology by teachers is not dependent on continuation of funding of the program. In the course of over 300 seminars, over 13,000 teachers, educators and community members were trained.

In addition, multiple educational materials were developed, including student and teacher manuals, administrator's guides, and an educational documentary. The program published 2,500 copies of the PC manual for teachers and made the student's manual available for download on its website.

Lastly, Project Citizen, as well as the rest of the program, was widely covered by the mass media. The Civic Education Supplement to *Utchitelskaya Gazette* as well as UG itself published about 150 articles devoted to PC and students' best practices in relation to community life. Media outlets, including regional newspapers, radio, and TV, in every region reported on the program and its results.

Kenya Civil Society Strengthening Program (KCSSP)

Location: Kenya

Total Award: \$13,005,351

Duration: September 2006 – September 2009

Implementing NG(s): Pact, Internews

Description: Since the success of civil society organizations (CSOs) in the 2002 elections, their effectiveness has somewhat diminished. Many civil society leaders joined government, leaving a leadership gap, while other CSOs have become factionalized and unable to reach common ground regarding priority areas for advocacy. While some CSOs remain strong and vibrant, overall Kenya's civil society sector is not as effective as it could be in demanding and supporting reform – and some have difficulty playing a watchdog role over the GoK. Pact developed the Kenyan Civil Society Strengthening Program (KCSSP) to strategically target those NGOs and other civil society actors with the greatest potential to build large constituencies for critical reforms needed in the democratic governance and natural resource management (NRM) sectors.

Since the 2006 Kenya elections and the violence following the disputed results, KCSSP has also taken on a greater role in support for organizations working on electoral and political processes and to defuse cross-ethnic conflict in Kenya. These additional components, as well as the original DG and NRM advocacy and subgrant support, are included in a pending three-year extension for the program.

The initial three-year program was approved in September 2006 and works nation-wide throughout Kenya to achieve:

- Improved leadership and governance of Kenyan CSOs
- Enhanced ability of CSOs to build and work within coalitions and speak with a shared voice
- Improved quality and quantity of services delivered to CSO constituents
- Improved long term viability of CSOs

Results: KCSSP is an ongoing project, but has already achieved significant interim results. Under KCSSP, approximately 80 subgrants have been issued to Kenyan CSOs in support of advocacy activities. These have included helping NRM partners conduct value chain analysis to determine the most important policy changes to advocate for; local-level efforts at establishing reconciliation committees after the election violence; and broad national campaigns to pressure Parliament for legislative changes ranging from land tenure regulations to tougher laws combating violence against women.

Many of Pact partner organizations have benefited from CSO networks and coalitions, strengthened by grants and trainings given by Pact. A notable example of this is the Political Parties Bill passed in September 2007, in part due to the advocacy of the Coalition for Accountable Political Finance (CAPF), which brings together 10 civil society organizations. The bill provides for greater accountability and transparency by political parties, as well as providing funding for parties with elected members in Parliament. Other examples of coalitions include the coalition organization Rainmaker which represents a group of Kenyan musical artists organizing a national campaign to discourage political violence, and ActionAid Kenya which is putting together a coalition to improve the decentralization process.

Democratic Values through Civic Education Program

Location: East Africa

Total Award: \$9,884,413

Duration: October 1, 2007 – September 30, 2010

Implementing NGO(s): Pact

Description: The Peace in East and Central Africa (PEACE II) program, Cooperative Agreement No. 623-A-00-07-00050-00 under the LWA No. GEG-A-00-01-00005-00 is a three-year program. It officially started on October 1, 2007 and is planned to end September 30, 2010, with a total estimated award of \$9,884,413. The PEACE II project aims to enhance African leadership in the management of conflict within the horn of Africa. It intends to improve the ability of communities and community based organizations to respond to conflict by strengthening the linkages between those communities and the wider civil society and government at the local and regional levels in the border areas of this region. The program will build upon previous USAID/East Africa conflict programs by focusing on communities composed largely of culturally and ethnically different nomadic and pastoralist populations that move across porous national borders in two priority focus areas: the Somali cluster (Ethiopia, Kenya, Somalia borders area known as Mandera Triangle); and 2) the Karamoja Cluster (Ethiopia, Kenya, Sudan, Uganda borders). The PEACE II project's main objectives are: 1) to strengthen cross-border security through local community security initiatives; and 2) to contribute to cross-border peace committees' ability to prevent, mitigate, and respond to conflict in focus border areas of the Karamoja and Somali clusters.

Results: Over the initial months of the project, activities have focused on gathering information and starting programming. Key activities included:

- Roll-out of the baseline-assessment in the Somali West sub-cluster, and Karamoja Lower and Upper sub-clusters
- Finalizing the baseline-assessment in the Somali East sub-cluster
- Hosting a PEACE II – CEWARN workplan meeting
- Bring together stakeholders for consultative meeting in the Somali East sub-cluster in Mandera
- Finalizing the 12-month Somali East sub-cluster implementation plan
- Continued informational meetings with USAID Ethiopia and partners in Addis Abba

Initial activities have brought a number of stakeholders to the table, and developed a workplan for continuing consultative meetings. Despite logistical impediments and the flare-up of insecurity in one sub-cluster, initial surveys of the involved communities and conflict mapping have gone forward, and gradually buy-in to the revitalizing of peace committees has been achieved, as well as increasing involvement by a variety of local community-based organizations. Nonetheless, the project remains at an early phase and has not yet achieved significant milestones or interim results.

Constructive Dialogue Initiative

Location: Ethiopia

Size: \$6,332,085

Duration: September 30, 2005 – March 31, 2010

Implementing INGO(s): Pact, ICNL

Description: The project, referred to as the Constructive Dialogue Initiative, is undertaken by Pact/Ethiopia in concert with USAID and the US Embassy. The first objective of this project, “Enhanced Government-Civil Society Collaboration in Democratic Governance processes,” aims to expand the availability of information and offer opportunities for stakeholders in government and civil society to come together to debate and discuss important issues of the day. The project aims to “target issues and processes that become the early focus of policy, legislation and development planning to establish initial traditions of real consultation and consensus building.” Objective Two of this project, “Increased effectiveness of conflict management legislation, policies and practices, emphasizing government-civil society partnerships” focuses on reinforcing conflict prevention and transformation efforts at the national level to complement ongoing peace-building work at the regional and local level. It is important to note that this project is designed to be flexible and responsive to critical windows of opportunity as they arise. Expected activities include special studies, roundtable discussions, workshops, TA, training and other short term activities that bring stakeholders together to discuss priority issues relating primarily to conflict and good governance. The CDI work plan is developed on a “rolling basis” around specific themes and/or grant activities once they are vetted and approved by USAID.

Results: The project is ongoing, but has made significant strides in addressing inclusion and political culture. In August, Pact/CDI signed a memorandum of understanding with the Council of Elders. The Purpose of the Agreement is to establish a collaborative effort between the organizations to assist peace processes and create space for dialogue between conflicting and/or opposing parties in Ethiopia. Support for these processes requires strategies for constructively interacting with conflict dynamics where the challenges are formidable. When these strategies are developed with the benefit of the full range of international experience, both good and bad, they are more likely to avoid mistakes and replicate successes. Strategies are also more successful when their objectives are not only building confidence and space for dialogue but also include bringing specific improvements to the institutional, legal, policy and procedural factors that are the sources of tension, disagreement and grievance between the conflicted parties. The Council of Elders is clearly a local model and structure that has had and continues to have a significant impact on support to peace and dialogue processes in Ethiopia.

The project also conducted research into attitudes toward cross-religious cooperation, and stemming from this research, produced a series of public service announcements, for billboards and television, that highlight tolerance and understanding across religious lines. While these announcements pushed the envelope in directly addressing this sensitive topic, audience research revealed that they were viewed by an overwhelming majority of respondents as positive and appropriate messages. CDI has thereby

stimulated an important discussion in order to increase inclusion and directly address the intersection of identity and political culture.

CRI: Creating Child-Centered Schools in Indonesia – Rapid Response

Location: Indonesia

Size: \$120,453.51

Duration: October 2003 – May 2005

Implementing NGO(s): CRI

Description: Children’s Resources International has partnered with the Al Azhar Foundation, an Indonesian Islamic educational non-government organization, to establish an early childhood teacher training institute that prepares teachers and administrators to employ and replicate child-centered, democratic teaching practices at Al Azhar Foundation schools throughout Indonesia.

The program introduces new democratic teaching methodologies to teachers of young children, and encourages family participation in the life of the school community. Classroom training is reinforced through exchange visits between Azhar Foundation teachers and teachers from CRI’s other Creating Democratic Schools program, with a view toward building an ongoing cooperative community of educators.

CRI’s practices strengthen the development of a democratic culture in very young children through a new type of civic education—one that is inherently participatory. Teaching methods encourage children to make choices, take responsibility for their decisions, express their ideas with creativity, respect the different styles and abilities of their classmates, develop critical thinking skills, and practice independent thinking. Teachers learn to shift the emphasis from rote learning to the construction of knowledge based on the individual interests, needs, and strengths of each student.

By reaching children in their early years, the program aims ultimately to develop within the youngest members of society democratic skills, values, and attitudes that are necessary for success in the 21st Century.

Results: The collaboration between CRI and the Al Azhar University has been a valuable and rewarding initiative. The project has experienced a high level of success, with over 200 teachers, early childhood faculty members, and university students participating in trainings conducted by CRI international trainers. Highlights of the program include the distribution of over 100 *Creating Child-Centered Classrooms, ages 3-5*, to Al Azhar teachers, administrators and members of the University and Foundation; a two-week orientation training in Washington D.C. for teachers selected by Al-Azhar; the provision of child-centered education materials to Al-Azhar kindergarten classrooms; and the translation of first grade teaching methodology materials.

Creating Democratic Schools Program

Location: Pakistan

Size: \$4,758,393

Duration: July 2002 – April 2006

Implementing NGO(s): CRI

Description: The aim of the *Creating Democratic Schools, Pakistan* program is to engender democratic ideals and principles within young children, their families, teachers, school administrators, and faculty who train teachers. The teaching methods encourage children to make choices, take responsibility for their decisions, express their ideas with creativity, respect differing styles and abilities of their classmates, and develop critical and independent thinking skills. CRI implemented these teaching methods in kindergartens and elementary schools in Islamabad, Rawalpindi, and Karachi and introduced a Family Literacy Program to build math and literacy skills of family members, particularly mothers.

Program objectives include:

- Increased use of child-centered methods in the education of preschool and primary school children.
- Increased participation of families in pre- and primary school activities.
- Increased attendance and retention rates of pre- and primary school children.
- Increased literacy among parents of pre- and primary school children.
- Increased quality of preparation for teachers-in-training.

Results: A key result of the grant is a strengthened CRI team in Pakistan, now an independent NGO with offices in Islamabad and Karachi and a staff prepared to train teachers in child-centered methodology from preschool through 4th grade. To support the team as they expand the program beyond the 118 partner schools, CRI-Washington developed and adapted to the Pakistani culture and context a series of publications, classroom activities, training modules, adult literacy lessons, and university courses to serve as resources for educators. CRI-Washington has trained the team in Pakistan to understand, use, and serve as master teacher trainers in applying these resources to the classroom experience in Pakistan. A Pakistani woman with strong leadership skills heads the team in Pakistan and exhibits clear vision for the educational opportunities of students of all ages. A team of education professionals supports her work to teach educators the principles of child-centered methodology. At the time of this writing, CRI Pakistan has been awarded a grant from USAID to expand the methodology in all schools in the Federal Education District of Islamabad.

In regards to program objectives, 118 schools in Islamabad, Rawalpindi, and Karachi were introduced to democratic, child-centered methodologies, serving over 25,000 children. In addition, 1,009 kindergarten and primary school teachers, 190 principals, and 71 faculty at 30 teacher training institutions have been trained in CRI's *Creating Democratic Schools* program. To encourage ties between families and schools, teachers invited parents to act as classroom assistants. By the end of the project, an average of seven parents were assisting in each classroom on a voluntary basis. Attendance in CRI schools also increased significantly with rates 10 percent higher than at non-CRI schools. Lastly, literacy rates among parents of pre and primary school students increased with over 2,300 adults successfully completing the literacy learning lessons.

Cross-Sectoral Youth (CSY) Program

Location: India, Morocco, and the Democratic Republic of the Congo (DR Congo)

Size: \$201,193

Duration: October 2006 – September 2008

Implementing NGO(s): Education Development Center (EDC)

Description: The Cross-Sectoral Youth (CSY) Project is a multi-country initiative designed to incorporate youth as a strategic priority within the U.S. Government foreign assistance framework, and to promote cross-sectoral efforts to achieve these objectives. This project provides a platform for

USAID/Washington, USAID country Mission teams from all development sectors and regions, and local organizations to participate in youth program assessment, design, implementation and joint funding, as well as in the analysis and dissemination of lessons learned. More specifically, the objectives of this effort are to:

- Assist select USAID country Missions in identifying opportunities for innovative, synergistic, cross-sectoral, youth-oriented programs;
- Provide catalytic technical assistance to USAID country Missions and local implementing partners in the design, management, and assessment of specific activities that can promote such programming; and
- Advance future efforts to design and implement cross sectoral youth programming through documentation of successes and lessons learned.

This effort aims to foster collaboration across multiple sectors in order to meet the holistic needs of youth in developing countries and advance critical U.S. Government foreign assistance objectives in health, democracy and governance, education, environment and economic growth.

The CSY Project, in collaboration with USAID country Missions and local implementing partner organizations, involves three demonstration sites. CSY was envisioned to carry out a total of two 12-month cross-sectoral projects and one youth rapid assessment activity to build upon existing efforts and explore the cross-sectoral aspect of youth programming. India, Morocco, and the Democratic Republic of the Congo (DR Congo) constitute the three country sites.

Results: Following is a list and description of the main products developed during the CSY Project. Since the project continues after this Award, some products are still undergoing final reviews and approvals. All of these products listed below were developed during this Award. It is hoped that these products do not only contribute to implementation of the CSY Project in other sites, such as DR Congo, but that they also inform other initiatives elsewhere. It should be noted that another stream of funding, channeled directly from USAID/ Washington, will continue to support the CSY Project through December 31, 2009.

CSY Youth Development Framework:

This framework was developed early in the implementation of the CSY project by the CSY Technical Team to provide a common understanding of a cross-sectoral approach for youth development and to guide implementation across countries. The core principle of this framework is 'positive youth development', approaching youth development by strengthening competencies and assets that youth possess rather than addressing deficiencies or gaps. The operational belief is that successful cross-sectoral interventions would *prepare* youth through the acquisition of sector-specific competencies (e.g., education, health, livelihoods, etc.) and would *engage* youth through the development of cross-sectoral internal and external assets (e.g., positive values, social competencies, supporting structures, boundaries and expectations, etc.).

Training Module for a Cross-Sectoral Approach – Health and Life Skills Framework:

In an effort to bridge health with livelihoods and civic engagement approaches, CSY developed a "Training Module for a Cross-Sectoral Approach – Health and Life Skills Framework." This product was developed by the CSY Technical Team in close collaboration with CURE in India.

This product uses a cross-sectoral approach by bridging topics around health, livelihoods, and democracy and governance. The materials were developed with an eye to be practical to strengthen current practices in Agra (CSY India) as well as general enough to serve as a resource in other settings

and across countries. This resource intentionally looks at public health from a cross-sectoral angle and in a practical way.

Cross-Sectoral Youth (CSY) Morocco Assessment Report:

This report is the result of a Cross-Sectoral Youth Assessment in Morocco that aimed to test a project concept, namely “Support to Dar Chebabs”, and make programmatic recommendations to USAID/Morocco to address youth (ages 15-24) at risk of disaffection. As a summary, below are the main recommendations.

Cross-Sectoral Youth (CSY) Assessment Guide:

Based on the rapid assessment and design activity conducted in India and the more comprehensive assessment conducted in Morocco under the CSY project, EQUIP3 developed a “Guide to Conducting USAID Cross-Sectoral Youth Assessments.” This Guide provides a conceptual framework, instruments, and tools for designing and implementing youth assessments in developing countries. It is especially intended for use by assessment specialists and USAID Mission staff interested in conducting a comprehensive cross-sectoral assessment of the assets and needs of out-of-school-youth.

DR Congo: Rapid Assessment for Project Design Report:

This report is a result of a rapid assessment conducted in Bukavu, South Kivu region of the DR Congo. The main objective of this assessment was to conduct a rapid assessment of market opportunities for youth and inform the final design of a cross-sectoral project in Bukavu. The “DR Congo: Rapid Assessment for Project Design” Report includes (a) a description of a rapid appraisal and (b) the resulting project design for a 12-month intervention in Bukavu.

In terms of the appraisal, during the assessment, clear business support needs were identified by youth themselves, in response to a question about what factors make (your) business succeed or not. Given the high turnover rate of businesses, and the lack of formal education for many youth, access to business development services seems crucial. As a result of interviews held with small, medium, and large-scale enterprises and NGOs working along key value chains in the Bukavu market, the assessment team identified a number of areas for potential growth or market entry for youth that would meet an agreed upon criteria.

E-Enabled Civic Education Program

Location: Jordan

Size: \$ 1,497,868

Duration: October 2005 – March 2008

Implementing NGO(s): CCE

Description: The Jordan E-Enabled Civic Education Program was a two-year civic education curricular development and implementation program conducted by the Center in coordination with Jordan’s Ministry of Education (MOE), the Jordanian Center for Civic Education Studies (JCCES), and Menhaj Educational Technologies (Menhaj). The program was designed to lead to large-scale implementation of an innovative e-enabled civic education program in Jordanian schools. It was adapted from CCE’s *Project Citizen* methodology, a civic education program for middle school students that is already being used in more than 80 schools throughout Jordan in print form.

Objectives of the program include the creation of a high-quality, e-enabled *Project Citizen* curriculum, the development of a cadre of teacher trainers and teachers skilled in the implementation of the e-enabled *Project Citizen* program, and the successful implementation of the program in 50 discovery schools.

E-Learning *Project Citizen* introduces 17 localized e-lessons in both Arabic and English. Through the *Project Citizen* program, students in grades 6-10 learned about their system of government, acquired the knowledge, skills and dispositions to become active members of their society, and gained an understanding of the fundamental values and principles of the Jordanian constitution. Consequently, these students will become citizens capable of participating competently and responsibly in their political system.

Results: A key result of this program was the design and development of e-enabled lessons. The design entailed the development of storyboards using instructional objectives that were developed by Center experts in consultation with the Jordanian Ministry of Education. Multimedia developers at Menhaj Educational Technologies, collaborating with all project partners, then developed these storyboards into e-lessons. Supporting elements to assist instruction and implementation of the e-lessons such as a teachers' guide, a project webpage, and the evaluation plan, were designed and developed with the assistance of Idaho *Project Citizen* teachers and district coordinators.

Twenty master teachers were trained at the first Training of Trainers workshop conducted by the project's Chair of the Design, Editorial, and Training Committee. In total, 130 school teachers were trained in the implementation of both the text-based and e-enabled versions of *Project Citizen*. Based upon student portfolio completion and presentation, classroom observation, and self-assessment, 117 or 90% of the teachers trained have successfully implemented the program. All teacher or TOT workshops were dependent upon the scheduling and support of the Ministry of Education; numbers of teachers trained was dependent upon invitation and selection by the MOE.

The project's culminating event, the E-Learning *Project Citizen* Showcase, was held on March 18, 2008 in Amman, Jordan. Students' portfolio topics included child labor, environmental pollution, and traffic safety. The success of the showcase encouraged Ministry of Education directors and department heads to request that the program be rolled out to all schools in Jordan. Though placed on the Ministry's EduWave school server, the roll-out included a request to, dependent upon the availability of funding, place a CD copy of the program in all schools.

An informal review of the program by Dr. Dan Prinzing, conducted through interviews and post-test evaluations, found that students achieved marked gains in the skills of leadership, communication and presentation, cooperating with others, problem solving, and conducting research. Likewise, there was significant gain in the number of students interacting with government officials and attending local government meetings. Lastly, there was significant gain in the number of students who felt empowered enough to change a law – if they tried.

Objective 6: Support to Anti-Sweatshop Initiatives

Anti-Sweatshop Work and Labor Rights

The sixth objective of the Civil Society Strengthening LWA is more discrete than several of the others, with anti-sweatshop initiatives existing as relatively separate projects under this Award. The key Pact partners in carrying them out have been UNITE and the Solidarity Center, which immediately points to one of the key aspects of anti-sweatshop work: that it is best understood in the overall context of the movement for and by workers for greater labor rights in their respective countries and regions. While their work relates closely to some of the advocacy for participation supported under Objective 2, it bears certain specific hallmarks of being advocacy relating less to participation in political decision-making than in economic decision-making of both government and private actors, through creation and enforcement of rules governing the marketplace. Through UNITE and the Solidarity Center as well as the independent activists and unions with whom they partnered, significant results were achieved under this objective, as detailed below.

Ending Abusive Labor Practices in Cambodia

Location: Cambodia

Size: \$186,000

Duration: February 1, 2007 – January 31, 2008

Implementing INGO(s): Pact, Solidarity Center

Description: The goal of this project was to reduce abusive labor practices in key Cambodian industries, including: garment manufacturing for export, particularly to the United States; the tourism industry; and among teachers, whose poor working conditions and extremely low salaries undermine Cambodia's education system and weaken labor standards. This program also sought to improve the organizing skills of enterprise-level and national-level trade union leaders in the garment and tourism sectors, and to increase understanding of basic union activities such as collective bargaining, grievance handling, union communications, policy advocacy, and union education. Technical assistance and support were provided to unions and management seeking to engage in the collective bargaining process. To help unions win better enforcement of labor laws, and to provide effective redress for workers whose legal rights have been violated support will be provided to the Lean Chinda Law Firm (LCLF). Pact also supported the organizational development of the Advocacy and Policy Institute, a key local partner contributing the the legal protection of labor advocates, through organizational development

Results: The project scored impressive results in protecting the rights of workers to organize and advocate for their rights under the law. Key results achieved include:

- Over 4,000 trade union members participated in International Human Rights Day events in Phnom Penh and in Siem Reap. In Phnom Penh, over 3,500 union members attended a rally at Wat Phnom Temple as part of a coalition with other human rights groups. In Siem Reap, over 500 union members participated in a rally at the provincial governor's office in support of Freedom of Association.

- Twenty-five worker representatives were reinstated at the Tonga Garment Factory. They had been terminated after asking factory management to observe international and Cambodian standards regarding working conditions. In protest of the termination of these workers, the National Union Federation of Cambodian Workers (NUFCW) led a strike to demand their reinstatement. With the assistance of the Lean Chinda Law Firm (LCLF), the NUFCW presented a convincing case on behalf of the terminated workers to the Cambodian Arbitration Council, which was able to mediate a resolution between the Union and Tonga Garment Factory that led to the reinstatement of the 25 terminated worker representatives.
- Four union activists at the Fortune Garment Factory were arrested and falsely charged for inciting a riot during a strike at the Fortune Garment Factory. The Lean Chinda Law Firm was able to obtain their release from prison and all charges were dropped.
- The Lean Chinda Law Firm (LCLF) obtained a three-month contract with the UNHRD to provide free legal services to unions. Unions played a key role in support of the LCLF legal program by circulating petitions in support of the LCLF. These petitions and other materials were provided to the UNHRD to demonstrate the crucial role played by the LCLF in providing unions with legal assistance in legal cases filed against unions by employers.

Under the projection Pact also worked with a local NGO, the Advocacy and Policy Institute. First, Pact held a training needs assessment with participants in order to understand their needs. Based on this, Pact developed case studies documenting the successes and failures of advocacy campaigns for use as the foundation for discussion. Examples included how advocacy and policy can be used to support workers' rights particularly in the garment industry. The case studies were a training element in Activity 3, which saw Pact conduct two advocacy skills training sessions of five days to 25 (total fifty) union, federation and association leaders of the Solidarity Center's counterparts from urban and provincial areas. Through additional follow up, Pact will monitor the use of the training in the unions, federations and associations. The feedback given will inform future training while providing opportunities for more tailored technical support and mentoring.

UNITE Anti-Sweatshop Activities in the Dominican Republic

Location: Dominican Republic

Size: \$55,910

Duration: March 1, 2003 – May 31, 2004

Implementing INGO(s): UNITE

Description: UNITE set out to train and equip ten International Labor Standard Specialists in the Dominican Republic. The Specialists' goals were to document conditions in selected factories and raise awareness among workers about the obligation of governments and employers to meet core labor standards and basic labor rights. UNITE partnered with the Solidarity Center, the Free Trade Zone Workers Unions (Fedotrazonas, Fenatrazonas, Futrazonas), and CNUS (Dominican Council for Trade Union Unity) to coordinate our work. Our ILS trainees are members of those organizations, staff of those organizations, or identified by those organizations. We also linked our project to research conducted by the Worker Rights Consortium.

Results: UNITE trained and equipped ten International Labor Standard Specialists in the Dominican Republic. The Specialists have documented conditions in six factories over a period of two years, including ongoing investigations in two factories. ILS specialists raised awareness among workers at six factories in two industrial regions about the obligation of governments and employers to meet core

labor standards and basic labor rights. At two factories ILS specialists linked labor rights abuses to domestic as well as international media and organizations through dissemination of pictorial/written materials through local publications and the Internet. Key results are:

1. Ten factory investigation reports about six factories in two industrial regions of the Dominican Republic, including the border zone with Haiti.
2. Factory reports submitted to four international retailers: The Limited, Levi Strauss, Jones Apparel, Kellwood. Reports included suggested remedies.
3. Extensive media reports on one factory published in local media.
4. Complaint submitted to, and intervention by the International Finance Corporation a member of the World Bank Group.
5. Positive results at one factory based on intervention by the International Finance Corporation, retailers, activity by ILS Specialists, and outreach to international organizations, especially student organizations (factory: Grupo M, the largest apparel factory in the Dominican Republic.)
6. Unique Appeal to a Member of the World Bank Group - in January 2004, the International Finance Corporation (IFC) approved a loan of US \$20 million to the Dominican Republic free trade zone operator, Grupo M, with an explicit condition that the company recognizes its employee's freedom of association and collective bargaining rights. If these rights are not respected, then the company will be considered to have defaulted on the loan. The loan will help Grupo M develop a massive new free trade zone development in Ouanaminthe, Haiti, on the Dominican Republic border. In March 2004, ALGI, a firm specializing in labor investigations and social compliance audits, the IFC, and our ILS specialists, ironed out a remedial action plan that outlined positive and progressive reforms that Grupo M has agreed to undertake. The following are highlights of this agreement:
 - Grupo M "must strengthen their mechanisms to monitor and enforce compliance" to international and domestic labor laws.
 - Grupo M will reach an amicable settlement with the two fired union members (their cases pending currently in the judicial system).
 - Grupo M will create a more uniform and tighter management system, regarding payroll practices and employee job performance.
 - Grupo M will address the issue of overtime hours because, at a minimum, overtime hours should be more systematically tracked than they are at present. Further comparative analysis is required to determine the difference in compensation levels between overtime pay and the Metas bonus.

UNITE Anti-Sweatshop Activities in Thailand

Location: Thailand

Size: \$63,540

Duration: March 1, 2003 – May 31, 2004

Implementing INGO(s): UNITE

Description: UNITE set out to train and equip ten International Labor Standard Specialists in Thailand. The Specialists' goals were to document conditions in selected factories and raise awareness among

workers about the obligation of governments and employers to meet core labor standards and basic labor rights.

Results: UNITE trained and equipped ten International Labor Standard Specialists in Thailand. The Specialists have documented conditions in seven factories over a period of two years, including ongoing investigations with positive results in two factories. ILS specialists raised awareness among workers at seven factories about the obligation of governments and employers to meet core labor standards and basic labor rights. At two factories ILS specialists linked labor rights abuses to domestic as well as international media and organizations through dissemination of pictorial/written materials through local publications and the Internet. At one factory, Ariya, workers signed their first collective bargaining agreement in November 2004. Key results included:

1. Twenty factory investigation reports about seven factories.
2. Factory reports submitted to five international retailers: Dillard's, Inditex (Zara), H&M, Karstadt, and B-Young. Reports included suggested remedies.
3. On-site investigations conducted by three retailers: H&M, Karstadt and B-Young.
4. Media reports on two factories published in Swedish media (front page story on supplier to Swedish retailer H&M), German media, U.S. media, British media, and local Thai media.
5. Complaint filed and resolved with Thai National Human Rights Commission.
6. Two complaints filed and resolved with Thai Ministry of Labor.
7. Positive results at two factories based on intervention by retailers, activity by ILS Specialists, intervention by Thai National Human Rights Commission and Thai Ministry of labor, and media reports (factories: Ariya and Trends.) First collective bargaining agreement signed at Ariya factory. Ministry of Labor agreement to rehire fired workers signed and implemented at Trends.
 - Collective Agreement Signed - ILS specialists announced in November 2004 that a first-ever collective bargaining agreement was signed between the Textile Workers Federation of Thailand (our partner in this project) and Ariya factory. This is a major victory for our project with Pact. In April, the ILS specialists helped workers from Trends who were fired for union activity to file complaints with the Thai Ministry of Labor alleging violations of Thai national labor law. The Ministry of Labor ruled that Trends had in fact violated the law, and began to negotiate with the factory to achieve a positive remedy. In June, Trends agreed to rehire the 12 union leaders with full back pay. This is a very positive step for workers at the Trends factory, and in all Bangkok factories.

UNITE Anti-Sweatshop Activities in Mexico

Location: Mexico

Size: \$52,296

Duration: June 1, 2002 – May 31, 2004

Implementing INGO(s): UNITE

Description: UNITE set out to train and equip ten International Labor Standard Specialists in Mexico. The Specialists' goals were to document conditions in selected factories and raise awareness among workers about the obligation of governments and employers to meet core labor standards and basic labor rights.

Results: UNITE trained and equipped ten International Labor Standard Specialists in Mexico. The Specialists have documented conditions in eight factories over a period of two years, including ongoing investigations in three factories. ILS specialists raised awareness among workers at eight factories in three industrial regions about the obligation of governments and employers to meet core labor standards and basic labor rights. At three factories ILS specialists linked labor rights abuses to domestic as well as international media and organizations through dissemination of pictorial/written materials through local publications and the Internet. Key results are:

1. Fourteen factory investigation reports about eight factories in three industrial regions: Northern Mexico (U.S. border), Puebla-Tehuacan and Yucatan.
2. Factory reports submitted to four international retailers: The Limited, VF, Tarrant, Gap. Reports included suggested remedies.
3. Media reports on one factory published in student newspapers across the U.S., and in local Mexico media.
4. NAO complaints filed under NAFTA agreement about two factories. One complaint is continuing through the NAFTA process, one complaint has been resolved.
 - Tarrant - After months of threatening to close their facilities, on February 3, 2004, the Tarrant México – Ajalpan plant closed its doors and laid off the remaining 500 workers. The Pantzingo-Ajalpan plant was the last of the six Tarrant México factories to close in the Tehuacán area in the past few months, leaving a total of 5,000 workers unemployed. Inarguably the Tarrant owners closed their facilities to kill an organizing campaign.
 - Merida - ILS specialists collected extensive documentation of labor violations at two twin plants in Merida, Mexico. They are in the process of initiating a third investigation. We are currently working out a plan to solve the identified problems at the investigated plants. As part of the plan to bring greater international attention to the Tarrant case, as well as to highlight the endemic problem of lack of enforcement of workers rights by the Mexican government, Centro de Apoyo al Trabajador, our ILS specialists, filed a NAO complaint through the NAALC/NAFTA.

UNITE Anti-Sweatshop Activities in Indonesia

Location: Indonesia

Size: \$57,372

Duration: March 29, 2002 – May 31, 2004

Implementing INGO(s): UNITE

Description: UNITE set out to train and equip ten International Labor Standard Specialists in Indonesia. The Specialists' goals were to document conditions in selected factories and raise awareness among workers about the obligation of governments and employers to meet core labor standards and basic labor rights.

Results: UNITE trained and equipped ten International Labor Standard Specialists in Indonesia. The Specialists have documented conditions in ten factories over a period of two years, including ongoing investigations in three factories. ILS specialists raised awareness among workers at ten factories in two industrial regions about the obligation of governments and employers to meet core labor standards and basic labor rights. At three factories ILS specialists linked labor rights abuses to domestic as well as international media and organizations through dissemination of pictorial/written materials through local publications and the Internet. Key results are:

1. Fifteen factory investigation reports about ten factories in two industrial regions: Jakarta and Bandung.
2. Factory reports submitted to three international retailers: The Limited, H&M and Brylane, the U.S. division of French retailer PPR (Pinault Printemps Redoute). Reports included suggested remedies.
3. Media reports on two factories published in local Jakarta and Bandung media, and one national article published in "Tempo" magazine.
4. Worker Rights Delegation: Paid for by UNITE, two ILS specialists, trained by UNITE, visited the U.S. in November to participate in a workshop on workers rights at UNITE. Workers rights investigators from the U.S, Mexico, El Salvador, and South Africa participated in the workshop.
5. Positive results at two factories based on intervention by retailers, activity by ILS Specialists, and worker rights delegation (factories: PT Kahatex and PT Busana Perkasa Garment.)

- In May 2003, UNITE members at a clothing distribution center in Indianapolis, IN negotiated their first union contract. This distribution center, owned by the Brylane catalogue company, a division of the French multinational retailer Pinault-Printemps-Redoute (PPR), handles a lot of clothing imported from Indonesia and Thailand. The UNITE members were very concerned about reports of worker rights violations they received from our ILS specialists under the Pact program. In order to take action to help workers in Indonesia and Thailand defend their rights, the Brylane workers decided to negotiate an unprecedented "global sourcing clause" into their union contract. This clause obligates the company to meet with the union whenever we present a case of worker rights violations from around the world.
- UNITE ILS specialists interviewed workers and local community groups and documented that the PT Kahatex factory, producing sweaters for the Brylane company, was committing the following violations of international and national law:
 1. The factory is paying less than the legal minimum wage.
 2. The factory compelled workers to work overtime and to take work home with them.
 3. The factory fired workers for union organizing.
 4. The factory refused to recognize the workers' union.

UNITE contacted Brylane, under the terms of our contract, to meet with us to resolve the abuse. UNITE also contacted the Limited, through a union relationship. In 2004, all of the workers who were fired for union organizing were rehired. This has set the stage for dialogue between local worker groups and factory management to resolve the problems at the factory.

Labor Unions and Competitiveness in Mexico

Location: Mexico

Size: \$101,731

Duration: June 1, 2007 – December 31, 2007

Implementing INGO(s): Solidarity Center

Description: The goal of the Solidarity Center program is to enhance Mexico's competitiveness through democratic trade union participation in legal and policy reform processes. The program supports the Foreign Assistance Framework (FAF) objective "Governing Justly and Democratically," the USAID/Mexico Mission objective "Ruling Justly," and the PACT objective "Increased citizen participation in policy processes, implementation and oversight of public institutions." The overarching strategy of the program is to involve democratic trade union activists in the process of legal and policy reform in key areas affecting competitiveness, with a specific focus on the energy sector. The specific results under PACT's program objective, "to increase citizen participation in policy processes, implementation and oversight of public institutions," are: Union members have better strategies for defending their legal rights; and Union members participate more effectively in debates on competitiveness reforms.

Results: The Solidarity Center completed activities under two program areas, a) Competitiveness Research and Education for Unions and b) Union Reform in the Energy Sector and Other Key Sectors. During the implementation period ProDESC (Project on Economic, Social and Cultural Rights) advanced in preparing the analysis of obstacles to freedom of association in Mexican labor law and practice and their impact on competitiveness. Dr. Enrique de la Garza Toledo submitted the analysis and recommendations for a trade union program on productivity and competitiveness to the Solidarity Center Country Program Director. A related seminar on labor unions and competitiveness, sponsored by the Solidarity Center, the Institute for Labor Studies (IET), and the National Autonomous University (UAM) – Xochimilco, was held January 23, 2008 with a presentation by the Mexican Institute on Competitiveness (IMCO). The 30 trade union participants received academic credit for their participation.

The Forum on Labor Rights in the Pemex Production Chain, organized by the National Committee on Energy Studies (CNEE) with support from the Solidarity Center, was held in the Chamber of Deputies of the Mexican Congress on December 7-8, 2007. In addition to 100 Mexican participants, there were representatives from petroleum worker unions in Canada, the United States, Argentina, Brazil, Ecuador, Colombia, and Venezuela. The panels on December 7 featured presentations from union leaders, attorneys and academics on obstacles to freedom of association and collective bargaining faced by the employees of Pemex, its contractors and franchises. On December 8, members of the various Pemex labor organizations met to identify organizational challenges and develop a common program of action. One immediate result of the Forum is a request to the Inter-American Commission on Human Rights to hold a thematic hearing on labor rights in Pemex in its next session in March 2008. The base document from the forum will be adapted and submitted as a brief to the Inter-American Commission. In addition, a delegation of representatives of democratic labor organizations in Pemex has been invited to the US and Canada by the United Steelworkers (USW) and the Communications, Energy and Paper Workers Union of Canada (CEP). Finally, the Solidarity Center and the CNEE are planning two additional forums to be held in the petroleum-producing states of Tabasco and Campeche.

Labor and Justice Advocacy

Location: Central America and the Dominican Republic

Size: \$4,550,000

Duration: September 26, 2008 – September 30, 2010

Implementing INGO(s): Pact

Description: This project will achieve its goal of strengthening the capacity of local organizations to contribute to securing rights for laborers and contributing to the provision of impartial justice through the following four objectives:

1. Public Defenders and legal assistance providers provide increased access to labor justice.
2. Civil society contributes to transparency and accountability in the labor justice system, and facilitates achievement of the region's goals for the administration of labor justice.
3. Human Rights Ombudsman Offices and civil society contribute to eliminating gender and other forms of discrimination through better administration of labor justice.
4. Interest-based bargaining is utilized to resolve collective labor disputes more effectively.

Pact will support the Costa Rica based NGO IIDH, which will take the lead technical assistance role for Objectives 1-3. Where advocacy by local CSOs is referenced in Objectives 2 and 3, the partners will be selected based on IIDH assessment and in collaboration with USAID, with all subgrants issued out of Pact's San Salvador office.

Results: This project is newly-initiated, being awarded shortly before the end of the Leader Award, and has not yet commenced full operations.

Other Activities

In support of the overall goal of Civil Society Strengthening, Pact also conducted some activities under the CSL that cannot easily be attributed to any one objective. For convenience, reporting on these activities is gathered here. All are discrete tasks, small in size and short in duration, and most involve only financial/logistical support, rather than technical assistance, training, or subgrants. They include:

- In 2007, Pact made logistical arrangements for two participants to travel to each of two events on border regulations and civil society monitoring related to the USA-Mexico border. Pact identified flights and provided airfare and per diem to all four participants.
- In 2008, Pact made logistical arrangements for two Nigerian participants already traveling to the United States to travel from Cleveland to Washington and onward home, enabling their participation in a USAID event analyzing programming to include non-traditional actors.
- As directed by USAID, Pact supported logistically and financially the travel of consultant David Timberman, who evaluated a series of labor projects in the Asia region in 2006.
- As directed by USAID, Pact supported logistically and financially the travel and input of consultant Ed Morgan, together with Senior Technical Advisor David Hoffman, to Pakistan to conduct an evaluation of the civic education activities supported by Pact and CCE in that country.
- In 2002, Pact supported several trips by Consortium members to investigate possibilities for civic education programming in various countries, through meetings with officials and civil society. These included two trips to Ethiopia and one to Tunisia and Morocco.
- Pact supported several civil society participants working on civic education projects to travel to CCE's annual conferences, and in some cases to complete full study tours. This included support for three participants to the CCE conference in Mexico, from West Bank, Jordan, and Egypt, in 2003; 16 participants to CCE conference in Budapest, from across the Middle East region, in 2004; and 12 Saudi and Algerian participants' study tour to the US, in 2004.
- Pact also supported a civic education regional conference in Jordan in 2002, including support for the event itself, in Jordan, as well as the travel of 25 participants from across the Middle East; this meeting was one of the kick-off points for what evolved into the Arab Civitas regional network.
- In the summer of 2008, Pact supported the initial stages of research into a game-platform based system for using internet and communications technology to interest youth and other citizens in civic values underlying participation and democracy.
- In the fall of 2008, Pact produced a series of thought leadership pieces researching important civil society topics: civil society advocacy; networks and civic engagement, intermediate support organizations, decentralization contexts and civil society involvement, and civil society and the extractive industries. These pieces and, in some cases, accompanying training methodologies, represent cutting edge thinking in key cross-cutting civil society strengthening topics and are expected, upon publication/dissemination, to inform a number of USAID and other civil society strengthening efforts.

In addition, Pact also undertook a number of activities in support of routine management of the award. These included meeting all programmatic and financial reporting requirements; recruiting for and hiring Key Personnel and others to support the Award management and the activities conducted under the mechanism; providing technical assistance in the development of proposals, workplans, and PMPs for all

activities and most Associate Awards; preparing financial projections and accrual calculations for USAID; and establishing and refining systems for explaining to interested Missions the usage of and rules relevant to a Leader with Associate mechanism.

Appendix I

Pact Civil Society Strengthening LWA List of Leader Activities and Associate Awards

Leader Activities

Promoting Stability at the Sudan-Ethiopia Border through Enhancing Conflict-Sensitive Cross-Border Trade

Location: Ethiopia, Sudan

Total Award: \$1,422,014

Duration: September 2006 – August 2008

UNITE Anti-Sweatshop Activities in the Dominican Republic

Location: Dominican Republic

Size: \$55,910

Duration: March 1, 2003 – May 31, 2004

Implementing INGO(s): UNITE

UNITE Anti-Sweatshop Activities in Thailand

Location: Thailand

Size: \$63,540

Duration: March 1, 2003 – May 31, 2004

Implementing INGO(s): UNITE

UNITE Anti-Sweatshop Activities in Mexico

Location: Mexico

Size: \$52,296

Duration: June 1, 2002 – May 31, 2004

Implementing INGO(s): UNITE

UNITE Anti-Sweatshop Activities in Indonesia

Location: Indonesia

Size: \$57,372

Duration: March 29, 2002 – May 31, 2004

Implementing INGO(s): UNITE

Creating an Enabling Legal Environment for Non-governmental Organizations

Location: Iraq, Jordan

Size: \$38,281

Duration: March 2004 – June 2004

Implementing INGO(s): ICNL

Civic Education Program: Malaysia

Location: Malaysia

Total Award: \$159,756

Duration: January 2003 – April 2004

Implementing NGO(s): CCE

Creating Child Centered Schools in Malaysia

Location: Malaysia

Total Award: \$151,056.00

Duration: September 1 2003 – February 28, 2008

Implementing NGO(s): CRI

Creating Child-Centered Classrooms: A Collaboration between Children’s Resources International, Inc. and the Al Azhar Foundation

Location: Indonesia

Size:

Duration: October 2003 – September 2004

Implementing NGO(s): CRI, Al Azhar Foundation

CRI: Creating Child-Centered Schools in Indonesia – Rapid Response

Location: Indonesia

Size: \$120,453.51

Duration: October 2003 – January 2004

Implementing NGO(s): CRI

Civic Education Program for Pakistan and Bangladesh

Location: Pakistan and Bangladesh

Size: \$949,181

Duration: July 2004 – March 2008

Implementing NGO(s): CCE

Pakistan - Afghanistan Cross Border Training and Information Exchange Program

Location: Pakistan, Afghanistan

Duration: October 18, 2004 - April 15, 2007

Total Award:

Implementing NGO(s): Internews

Creating Democratic Schools in Afghanistan and Bangladesh

Location: Bangladesh and Afghanistan

Total Award: \$705,714

Duration: July 2004 – July 2006

Implementing NGO(s): CRI

Ending Abusive Labor Practices in Cambodia

Location: Cambodia

Size: \$186,000

Duration: February 1, 2007 – January 31, 2008

Implementing INGO(s): Pact, Solidarity Center

Creating Child Centered Schools in Morocco, Tunisia, Qatar, Oman (MEPI)

Location: Morocco, Tunisia, Qatar, Oman

Total Award: \$1,075,151

Duration: October 2003 – November 30, 2005

Implementing NGO(s): CRI

Arab Civitas (MEPI)

Location: Algeria, Bahrain, Egypt, Jordan, Kuwait, Lebanon, Morocco, Oman, Qatar, Saudi Arabia, Tunisia, the United Arab Emirates, the West Bank and Gaza, and Yemen

Total Award: \$5,910,068

Duration: July 31, 2003 – June 30, 2008

Implementing NGO(s): CCE

MEPI: An Initiative for Open and Pluralistic Media in Five Arabic-Speaking Countries

Location: Algeria, Bahrain, Lebanon, Morocco, and Tunisia

Duration: November 2003 – January 2005

Total Award: \$1,620,302

Implementing INGO(s): ICNL, Internews, Pact

Corporate Governance in the Arab World

Location: Middle East

Size: \$617,378

Duration: November 18, 2003 – June 30, 2006

Implementing INGO(s): CIPE

Advancement of Civil Society Participation in the Community of Democracies

Location: Chile; Global

Size: \$172,124

Duration: October 1, 2004 to March 31, 2006

Implementing INGO(s): Partners of the Americas

Cross-Sectoral Youth (CSY) Program

Location: India, Morocco, and the Democratic Republic of the Congo (DR Congo)

Size: \$201,193

Duration: October 2006 – September 2008

Implementing NGO(s): Education Development Center (EDC)

Mexico Law Capacity Program

Location: Mexico

Size: \$5,269,451

Duration: November 16, 2006 – November 15, 2009

Implementing INGO(s): ICNL

Labor Unions and Competitiveness in Mexico

Location: Mexico

Size: \$101,731

Duration: June 1, 2007 – December 31, 2007

Implementing INGO(s): Solidarity Center

Consensus Building around Justice System Reform

Location: Mexico

Size: \$10,580

Duration: September 2007 – January 2008

Implementing INGO(s): Pact, Center for Civic Collaboration

Global Technical Assistance Program (GTAP)

Location: Global; Mexico, South Africa, Turkey, Rwanda, and others

Size: \$490,419

Duration: February 1, 2005 – September 30, 2008

Implementing INGO(s): ICNL

Sustainability Guide for Community Radio

Duration: March 6, 2008 – October 2, 2008

Total Award: \$1,28,243

Implementing INGO(s): Internews

A Mobile Voice: The Use of Mobile Phones in Citizen Media

Date: July 21, 2008 – September 22, 2008

Award: \$24,400

Implementing NGO(s): Pact

Associate Awards

Promoting Stability at the Sudan-Ethiopia Border through Enhancing Conflict-Sensitive Cross-Border Trade

Location: Ethiopia, Sudan

Total Award: \$425,000

Duration: February 2008 – August 2008

Legal Enabling Environment Program (LEEP)

Location: Global

Size: \$1,506,818

Duration: September 30, 2008 – September 29, 2013

Implementing INGO(s): ICNL

Labor and Justice Advocacy

Location: Central America and the Dominican Republic

Size: \$4,550,000

Duration: September 26, 2008 – September 30, 2010

Implementing INGO(s): Pact, IIDH

Linking Actors for Regional Opportunities (LARO)

Location: Madagascar

Size: \$545,520

Duration: January 1, 2004 – October 15, 2005

Implementing INGO(s): Pact

Madagascar Media Message: The M3 Ainga Program

Location: Madagascar

Duration: May 2002 – December 2004

Total Award: \$1,729,652

Implementing INGO(s): Pact, Internews

Civil Society Advocacy

Location: Haiti

Size: \$15,334,686

Duration: August 15, 2007 – August 14, 2010

Implementing INGO(s): Pact, Internews, and NDI

NGO and Media Legal Frameworks Program

Location: Central Asia

Size: \$5,269,451

Duration: November 16, 2006 – November 15, 2009

Implementing INGO(s): Pact, Internews, ICNL

Increased Public Debate (IPD)

Location: Zambia

Size: \$4,175,750

Duration: September 2001 – September 2005

Implementing INGO(s): Pact

Independent Media in Afghanistan

Location: Afghanistan

Duration: August 2006 – July 2009

Total Award: \$12,000,000

Implementing INGO(s): Internews

NGO Rapid Response Mechanism

Location: Eurasia

Size: \$500,000

Duration: September 20, 2006 – September 20, 2009

Implementing INGO(s): ICNL

Organizational Development Support

Location: Western NIS (based in Ukraine)

Size: \$9,484,835

Duration: September 30, 2005 – September 30, 2008

Implementing INGO(s): Pact, Internews, ICNL, NDI, RTI, Solidarity Center

Democratic Values through Civic Education Program

Location: Russia

Total Award: \$800,000

Duration: August 2004 – May 2006

Implementing NGO(s): CCE

Aswatona: Independent Media Program in West Bank and Gaza

Location: West Bank and Gaza

Duration: 9/29/06 – 7/31/09

Total Award: \$4.5 million

Implementing INGO(s): Internews

Civic Education Program

Location: Indonesia

Total Award: \$1,617,416

Duration: August 2001 – May 2004

Implementing NGO(s): CCE, CRI

Creating Democratic Schools in Pakistan

Location: Pakistan

Total Award: \$4,758,393

Duration: July 2002 – April 2006

Implementing NGO(s): CRI

E-Enabled Civic Education Program

Location: Jordan

Size: \$ 1,360,347

Duration: October 2005 – March 2008

Implementing NGO(s): CCE

Early Warning Posts – Stabilizing Rural Areas of Upper Nile Region

Location: Ethiopia

Total Award: \$,925,313
Duration: April 30, 2007 – March 29, 2009
Implementing NGO(s): Pact

Peace in East and Central Africa (PEACE II)

Location: East Africa
Total Award: \$9,884,413
Duration: October 1, 2007 – September 30, 2010
Implementing NGO(s): Pact

Madagascar Last Mile Initiative (MLMI)

Location: Madagascar
Duration: September 2006 – October 2008
Total Award: 450,000 USD
Implementing NGO(s): Pact

Kenya Civil Society Strengthening Program (KCSSP)

Location: Kenya
Size: \$13,005,351
Duration: September 18, 2006 – September 17, 2009
Implementing INGO(s): Pact, Internews

Constructive Dialogue Initiative

Location: Ethiopia
Size: \$6,332,085
Duration: September 30, 2005 – March 31, 2010
Implementing INGO(s): Pact, ICNL

Building Organizational Networks for Good Governance and Advocacy (BONGA)

Location: Tanzania
Size: \$5,067,390
Duration: September 30, 2005 – September 29, 2008
Implementing INGO(s): Pact

Accountability through Citizens, Civil Society Organizations, and Watchdog Institutions (AWATCH)

Location: Zambia
Size: \$5,250,000
Duration: September 13, 2004 – September 30, 2007
Implementing INGO(s): Pact

Strengthening Civil Society Participation in the Governance Process

Location: South Africa
Size: \$4,386,020
Duration: September 24, 2003 – August 31, 2007
Implementing INGO(s): Pact, IDASA

Tanzania Advocacy Partnership Program (TAPP)

Location: Tanzania
Size: \$5,542,989

Duration: December 4, 2001 – September 30, 2005
Implementing INGO(s): Pact, ICNL, CIPE

Appendix 2: Lessons Learned

This document attempts to capture important lessons learned over the course of seven years' implementation of the USAID civil society strengthening Leader with Associate mechanism – referred to here as Pact's "CSL." It is not an exhaustive document, but rather seeks to focus attention on key experiential lessons derived from actual implementation of activities in the field. Taken in context, and triangulated with developments in the broader civil society literature, it can, we hope, serve as a useful tool for democracy and governance specialists in the design and management of future DG projects and portfolios.

The findings that follow are derived from only one project, the CSL, and thus do not contain a comparative perspective; in other words, they may or may not correspond with lessons learned from other civil society strengthening efforts. Similarly, this document is meant as an overview of lessons learned from the CSL, and should not be mistaken for a broader analysis of trends in the field.

Over its seven-year lifespan, the CSL supported a breathtaking array of activities, in every geographical region that USAID operates in. Therefore, rather than attempting to extrapolate from specific geographic regions, dates, or activities, this report categorizes lessons learned across five categories as follows:

Conceptual	Programmatic	Operational	Administrative	Bureaucratic
Lessons learned about our conceptual understanding of civil society	Lessons learned pertaining to the design of civil society strengthening projects	Lessons learned about the operationalization of civil society strengthening: environmental factors, and how to convert resources to results	Lessons learned that apply to management, procedures and systems for better project implementation, either by an INGO implementing partner or a consortium.	Lessons learned in managing relationships with donors and other key stakeholders.

Obviously, all five of these categories are intimately related to one another, with potential overlap at the boundaries between them. However, what is clear is that successful civil society programs cannot function, much less hope to deliver powerful impact, without consideration of all five aspects, both at the design and implementation phases of the project cycle.

Conceptual Lessons Learned

The seven-year lifespan of the CSL mechanism has witnessed the evolution of how supporters, activists and funders conceptualize civil society. At the onset of this project, civil society was still very much perceived through the prism of the social movement and "Third Wave" democratization literature, heavily influenced by the experience of Eastern Europe and Latin America in the late 1980s and early 1990s. In academic theory and programmatic practice, civil society was cast as a key driver of political liberalization that, if not inexorable, was certainly "on the march," powered by citizen demands for more open and accountable government. At the CSL project's completion, however, CSOs find themselves confronting a vastly changed landscape, with civil society support efforts operating in a

dizzying array of contexts, ranging from post-conflict societies, to humanitarian crises to countries backsliding away from earlier democratic gains.

Key lessons learned from the CSL that speak to the conceptualization of civil society, and how to strengthen it, include:

- Diversification of actors:

Through the 1990s, most efforts to strengthen civil society hinged clearly on efforts to support the existence and role of NGOs in developing countries. Formal NGOs were viewed as positive change agents, and as vehicles for mobilizing civic activism and freedom of association. While the role of NGOs has not diminished, the universe of civil society actors has dramatically grown over the past seven years. In addition to formally-constituted NGOs,¹ civil society strengthening programs now regularly engage with community based organizations (CBOs), religious organizations, tribal groups, and other informal associations in order to achieve their goals. These groups oftentimes lack the formal trappings of NGOs – registration, institutionalized procedures and missions, governance mechanisms, and even membership – but nevertheless have been found to play a critical role in advancing many development projects. Their legitimacy, ties to local communities/beneficiaries, and sustainability are all important assets for programming. For example, peacebuilding and conflict mitigation efforts in many parts of Africa depend heavily on the involvement of informal structures (such as “peace committees”) based on local tribal configurations, since alternatives in the formal NGO community or state sector are either absent or not capable of effective work. Similarly, media strengthening programs – another component of civil society work – have, under the auspices of the CSL project, increasingly turned to community-based media (whether electronic or print) that relies primarily on volunteer labor, locally-driven content, and sustainable business plans, for many of the same reasons.

It should be noted, of course, that the diversification of indigenous actors in the civil society paradigm does not suggest their recent creation, but simply to their relatively recent incorporation into civil society-based development programs.

A less encouraging dimension to the diversification of civil society actors has been the proliferation of quasi-governmental or “fake” NGOs. Sometimes referred to as GONGOs (“government-organized” NGOs), these are organizations that, while exhibiting many of the formal characteristics of NGOs, generally fail to stake-out an independent stance from the government. As such, they are bereft of the positive power that true NGOs can project by representing constituent interests and operating independently of the state.

- The changing role of civil society:

At its onset, the CSL tended to fund activities that emphasized core organizational development and capacity building themes. This was in keeping with the broader focus of the sector and literature on healthy and sustainable NGOs as a key goal in and of itself of programming. However, over the course of implementation, CSL projects have increasingly focused more on the application of civil society activism towards specific democracy and governance objectives. This focus on the *application* of civil society capacity building – to advance anti-corruption, legislative crafting, subnational governance strengthening, or citizens’ access to information, for example – reflects an important lesson, namely that organizational development, in and of itself, does not necessarily translate into increased citizen activism. The strategic application of capacity building to strengthen CSOs as organizations is clearly beneficial to civil society – organizations that benefit from these types of CSL-delivered interventions (training,

¹ Characterized by, among other things, official registration (or attempts to register), formal governance mechanisms, and standing staff and/or volunteers.

mentoring, toolkits, etc.) are, as a whole, better able to: identify and reach out to constituents, demonstrate better internal management in key areas, and function more democratically, internally. However, it requires a conceptual leap to assume that this automatically translates into greater appetite for activism and external advocacy – those markers of a robust democracy that many theoreticians in the 1980s and 1990s assumed would flow from civil society.

Pact and its CSL partners responded to this conceptual shift with changes in the program design process. Two changes, in particular, have proven effective in concretizing the linkages between capacity building and civic activism, and thus between project results and strategic DG impact. The first is the move to blend organizational development activities with thematically-focused technical assistance on democracy-related topics such as anti-corruption, citizens' access to information, or election observation. Tying these two concepts together drives organizational development towards distinct democracy-related goals, thus making for organizations that are capable of driving towards specific, democracy-related goals (such as clean elections or passage of a particular bill or citizen mobilization), while doing so in a manner that does not harm the organization itself in the effort. Secondly, the CSL Consortium, to the extent possible, began to more intensively promote the networking of CSOs in capacity-building projects. This has served to push individual organizations out of their own thematic "comfort zones," and to expose them to other CSOs, their interests, *modus operandi*, and challenges. An ancillary result has been to stimulate broader advocacy, wherein CSOs coalesce to recognize and defend common interests, beyond merely their own individual development. Pact's work in Ethiopia, where it has shepherded a broad CSO advocacy effort against the government's imposition of draconian new NGO legislation, exemplifies this synergy.

- The relationship between civil society and state/government

Conceptually, the CSL mechanism has provided practitioners with a wealth of information on the nature of the relationship between civil society on the one hand, and government (and state institutions) on the other. While the "touch points" generated over seven years are numerous and diverse, and thus difficult to classify, it is nevertheless important to highlight certain conceptual lessons that have arisen. For example, we now understand the importance of civil society engagement with state institutions as a catalyst for improved government performance, in particular at the sub-national ("local") level – a departure from the binary opposition of civil society and government that pervaded the literature until recently. However, engaging with government cannot be treated as a blanket prescription: this engagement is highly context-specific, and must be tailored accordingly, in order to generate actual impact. For example, sensitivity to the type of partners available on either side of the CSO – state divide is essential. On the government side, devolved models of decentralized government are best equipped to not only engage with civil society, but to translate this engagement into better service delivery (since devolution tends to transfer both budgetary and decision-making authority to local authorities). Similarly, CSOs must possess specific skill sets – a basic understanding of the policy process, presentation skills, and the ability to deliver expertise and/or constituency representation in a coherent manner, at a minimum – for this type of engagement to work.

Viewing local government service delivery through the prism of supply and demand² is a useful and much-used analytical device. However, over the course of the CSL award, we have noticed a tendency to equate, in local government strengthening programs, "supply vs. demand" with "government vs. civil society." While the reasons for this conflation are clear, this is not always the case. It is possible sometimes to create demand from within the state for good governance – Pact Local Governance Barometer (LGB) tool, for example, has done just that in countries such as South Africa, by employing a participatory assessment methodology that builds consensus for change. Similarly, civil society can

² Wherein citizen demand drives better government provision of services.

sometimes find itself in the role of *supplier* of local government services, either as part of a deliberate decentralization / delegation schema (i.e., where the government has outsourced services to the third sector), or as the result of the abdication of key roles by the state, in times of strife or budgetary retreat.

The latter situation has generated a final conceptual lesson, namely that civil society organizations should not be mistaken for a long-term substitute for the state. The recent insertion of civil society programming into fragile state, post-conflict, and humanitarian crisis situations has provided a huge impetus for donors to deliver critical services to citizens through a combination of INGOs, indigenous NGOs, and CBOs. As an emergency response, this is fully understandable – oftentimes, CSOs are the only organizations capable of delivering these services, in the face of either the absence of the state or its complicity in conflict. Once the situation on the ground has shifted from one of emergency humanitarian response to development assistance, however, it is critical for donors and INGOs to recognize that civil society cannot serve as a permanent substitution for the state. Programs such as the World Bank-funded *National Solidarity Program* in Afghanistan, which has distributed thousands of block grants through local, non-governmental, community development councils, run the risk of creating parallel institutions that, over time, may come into conflict with nascent state institutions tasked with providing exactly the same services.

- Working with politicized NGOs

In authoritarian countries, opposition political parties are often hounded out of public political life, “retreating” in the process into civil society as re-constituted NGOs. This presents a double challenge to civil society strengthening programs: whether or not to work with such organizations, and, if so, what sort of assistance to provide them. This is still a matter of some dispute, but Pact’s experience suggests that those who seek to strengthen civil society per se should act extremely cautiously before engaging with groups that, regardless of their formal status as NGOs, may in fact simply be pursuing a partisan political agenda. Civil society generally (but not universally) is understood to differentiate itself from political parties in that it does not explicitly seek executive power through the electoral process. CSOs can and do advocate around certain issues, and may work with political forces that align on these issues. But they do not themselves seek to gain control of the government. A further danger in *not* differentiating quasi political party NGOs from the rest of civil society is that it invites broad blowback from both the state and society, and may undermine the credibility of other organizations.

In cases where Pact *has* engaged with these types of hybrid organizations – due to some combination of contextual and/or donor imperatives – then it has proven important to differentiate and prioritize the types of technical assistance and capacity building most appropriate for this category of partner organization. Of particular importance are donor-funded interventions that help to break these organizations out of their “political party shell,” and mainstream them into civil society more broadly. For example, networking and coalition building are important institutional skills that can help build bridges horizontally to other CSOs, as well as to constituents. Furthermore, internal governance of an NGO differs from that of a political party in important ways – a gap that a well-designed training program can help close. By doing this, INGOs may help transform political parties masquerading as NGOs into actual civil society organizations.

Programmatic Lessons Learned

If conceptual lessons from the CSL LWA help advance our understanding of civil society in theory, “programmatic” lessons learned refer to those that can shape the *design* of new implements, as concept is molded into project. Key programmatic lessons learned over the course of the CSL include:

- Avoiding “catharsis-based” programming

Many civil society strengthening efforts use a singular, time-bound event, such as elections, a national conference, or other political “decision point” as the main focus of the project. Working backwards from this event can help to achieve instrumentalist aims of a donor-funded project, but may generate negative results for the overall state of health of civil society. This is because it is often difficult for indigenous CSOs to manage the highs and lows associated with this sort of activity cycle. From a mission standpoint, CSOs may have difficulty reconciling the imperatives of this type of programming with their own charters and goals. Focusing – and having one’s funding focused – on a specific event and date also generates considerable strain on internal governance and management systems. Finally, programs designed in this manner oftentimes distort the allocation of resources both within individual CSOs as well as within civil society in general, as organizations decide whether to “chase the money,” perhaps at the expense of longer-term goals.

Pact’s response to this phenomenon has been to emphasize capacity building for indigenous CSO partners before, during, *and after* the critical event. This approach can help strengthen the ability of indigenous civil society actors to avoid the burnout/flameout sometimes associated with working towards a singular goal, regardless of whether that effort is successful or not. Project design must therefore take this into account, in particular by scheduling enough time following the critical event to allow for the capacity building INGO partner to work with its local counterparts to manage the return to normalcy period.

- Working in politically non-permissive environments

An increasing number of civil society strengthening programs find themselves operating in politically non-permissive environments. From Zimbabwe to Uzbekistan, these countries span the spectrum in terms of culture, developmental levels, and geography, but generally share an authoritarian system dominated by an overweening executive³ and very low tolerance for independent civil society. Defending project integrity under these circumstances is a substantial challenge. While no one solution has presented itself, experience from the CSL has shown that it is possible to minimize risk by incorporating certain programmatic lessons into the project design process. For example, it is critical that those designing a given project be crystal clear with their donor(s) as to what the goals of the project are, and to distinguish between political, policy and program objectives that may or may not align with one another. Depending on the outcome of this conversation, it may be necessary to preemptively secure the buy-in of key stakeholders – for example, the US embassy, or United Nations – in order to provide a degree of political and/or diplomatic cover against any potential host government backlash. Another key defensive measure that can be incorporated into program design relates to branding. Civil society strengthening projects that carry the brand of a foreign government donor such as USAID tend to attract unwanted attention and place local civil society actors at risk of persecution. Pact and its partners have therefore sought to secure waivers from USAID marking and branding requirements in these circumstances. Another program design measure that aids in non-permissive environments includes training and equipments grants for local partners to utilize secure communications and IT (a service that Pact has provided to Belarusian civil society, in response to great demand). Finally, blending civil society strengthening efforts with other, explicitly service delivery efforts (such as health programs or agricultural reform projects), has shown to either deflect or attenuate host government suspicion of the former. However, this approach evinces mixed feelings within the development community, as the ethical ramifications of mixing pure service delivery with *potentially* politicized civil society strengthening goals have yet to be resolved.

³ Sometimes referred to in the literature as a “Super-President.”

- The power of multi-component programming

Civil society strengthening efforts generate the greatest impact when their design incorporates a multi-component approach, mixing advocacy, media strengthening, capacity building, legal interventions, and other elements – this is a key lesson from the Pact Consortium’s CSL experience. Designing programs that seek to strengthen civil society from a number of different angles may require more time, and – especially when multiple INGO consortium members are involved – additional coordination costs. It is, however, well worth the effort.

Mixing general capacity building and organizational development with components focused on key technical areas is important for several reasons. First of all, it leverages the knowledge, tools and experiences of different subsets of the civil society strengthening community in order to achieve broader, strategic goal of a project. Media outlets and associations supported by an INGO such as Internews, for example, stand to benefit from organizational development formulas developed by an NGO such as Pact, which focuses on CSO capacity building. CSOs, on the other hand, can benefit from exposure to media-strengthening activities under a joint program, in terms of learning to better utilize the media to achieve objectives, and to better execute communications strategies. Secondly, this approach accrues benefits to the civil society participants themselves, by breaking down the conceptual walls between different elements of civil society, such as NGO lawyers, civic groups, and the media, for example. Promoting these different elements of civil society enriches the benefit to and contribution of each towards achieving common goals. For example, in implementing a project in Central Asia, Pact and its partners discovered that local civil society actors – media, lawyers, CBOs and NGOs – had very scant knowledge of and little interaction with one another, despite the fact that all had been key contributors to different USAID civil society strengthening initiatives over the years.

The cross-pollination that arises from multi-component civil society programming not only generates technical benefits, but conceptual ones as well. Mixed, multi-component projects bring to the table a diversity of views towards international development, and this results in programming that is more sensitive to and explicit about the different approaches to international development, as well as the difference and divisions between development, policy and politics. Some NGO activists, for example, do not hesitate to engage in political and electoral processes, whereas others may define civil society more narrowly along constituent-service lines; strong independent media, meanwhile can be viewed as both a means to an end as well as a goal in and of itself. Bringing these different perspectives under one programmatic tent generates positive tension and results in a richer understanding not only of the *what*, but the *why* side of civil society programming.

- The rising importance of “New Media”

Over the course of the CSL LWA, new media technologies have come to revolutionize the field of independent media strengthening. Driven by the explosive diffusion of mobile phones and internet access, new platforms ranging from “SMS bombs,” to video games, blogs and proxy sites are empowering citizens around the globe by democratizing both the generation and dissemination of information. This is especially pronounced in countries saddled with authoritarian governments, where media tends to be heavily state-centric and censored. The low cost aspect of ICT (information communication technologies) make economies of scale possible, and make it possible for independent journalists and citizens to access and produce information products outside the control of the state.

Some important lessons and cautionary tales, however, accompany the rise of New Media. Highly flat systems of information generation and dissemination, such as blogging, tend to lack a central management “hub.” While this makes these networks more difficult to shut down, it also can deprive them of adequate quality-control mechanisms. Also, media development strategies that rely heavily on internet-based platforms face the obvious challenge of projecting their

message beyond the sometimes-limited community of internet users in a given country. In response to this, Pact and its partners have attempted to blend internet-based media with more traditional civil society-based information dissemination efforts. The latter may entail, for example, using community bulletin boards to post information from the web, or using local CSOs to organize discussion groups around key topics.

Operational Lessons Learned

Translating concepts, plans and funding into results on the ground requires nimble implementation in oftentimes difficult working environments. Projects supported under the CSL mechanism have worked to strengthen indigenous civil society in a range of contexts, from post-Taliban Afghanistan to NAFTA-era Mexico. From this broad experiential spectrum, certain important operational lessons learned have emerged. These include:

- **The importance of communications**

Working in an LWA consortium means that one or more – but usually not all – consortium members are asked to contribute to a given project. In a number of cases, CSL projects have been implemented primarily as pass-thrus, whereby the bulk of the technical work is implemented not by Pact (the prime LWA holder), but by one or more of Pact’s institutional partners. Formally, the contractual relationship in these cases remains between Pact and USAID as the donor, with the formal communication flows running through Pact to its consortium partners. However, Pact has found that it is important to balance the contractual requirement for Pact to provide management oversight with the programmatic need to allow relevant USAID field or HQ staff to interact directly with subgrantee partners on the ground. Allowing for parallel lines of communication, wherein legal and formal communications (quarterly reports, requests for concurrence, etc.) remain the purview of Pact, while implementing partners on the ground communicate freely with USAID Missions (cc’ing Pact) for the purpose of day-to-day information sharing and tactical coordination, has proven extremely effective in maintaining this balance.

- **Operational defenses in non-permissive environments**

In addition to the programmatic recommendations touched on earlier, there are a number of steps that can be taken to increase operational security when implementing civil society programming in non-permissive environments. “Non-permissive environments” can refer to the political environment, the security environment, or both. In cases where civil society strengthening is politically precarious, due to a closed or authoritarian political system, then Pact and its partners have adopted a number of key operational measures to defend program integrity. These include: situating offices and staff in discrete, low-visibility locations; institutionalizing information security through training on and use of encrypted communications and proxy servers; and minimizing the amount of cash kept in-country at any given time, by arranging wire transfers monthly, rather than quarterly as is custom. Additionally, in some countries national staff working on DG projects may face retribution from a hostile government. In response, Pact has, on occasion, engaged them as long-term consultants, rather than salaried employees – this (depending on local tax law) can provide a degree of protection for these individuals.

When the CSL mechanism was launched in early 2001, civil society projects generally operated in relatively stable countries. In the ensuing seven years, that has changed dramatically, and projects now face a wide range of security threats, from natural disasters to civil unrest and armed conflict. Reflecting and learning from its experience in the field, Pact has adopted a number of operational means to manage risk in these situations. These include insisting that field missions outside the office are equipped with

reliable communications – cell phone networks are often the first to fail in the event of natural or man-made crisis; coordinating movements between consortium partners and, where applicable, security forces in an area; and employing private security, where necessary. Finally, Pact’s experience with Cyclone Nargis in May 2008, when several field offices were physically destroyed down to the foundations, furthermore accentuated the need to keep duplicate records and to archive, off-site, important documents such as financial records, employment agreements, and subawards.

- Working under one roof: consolidating resources

An important operational lesson applies to when a particular project is implemented by more than one international consortium partner. In these cases, consolidating partners’ staff and offices in one physical location can produce considerable cost savings and programmatic benefits. By co-locating multiple INGO partners, it is possible to minimize duplication of effort, increase coordination, and share administrative resources. In Tajikistan, for example, the three implementing partners of a CSL project there – Pact, ICNL and Internews – have been co-located in one building, thus saving resources and ensuring tight communications, despite the country’s dilapidated communications infrastructure.

There are challenges to implementing this recommendation, however. For example, not all international organizations are amenable to working “under one roof” – this resistance sometimes stems from financial considerations, or from an organization’s corporate policy. And even when co-location is a viable option, it is critical to implement team-building activities at the start of any project, in order to bridge the inevitable gaps in institutional culture that sometimes highly-diverse organizations bring to the table. Additionally, explicit agreements and policy, in writing, are necessary to ensure proper usage, scheduling, and funding of resources, such as vehicles and shared personnel.

Administrative Lessons Learned

Basic administrative issues can often impact the success or failure of a given project. Certain clear lessons have emerged from the CSL’s implementation that can point towards more effective administration of similar projects in the future. These include:

- Ensuring a clear division of Consortium labor

A clear understanding of respective consortium partners’ roles is critical to minimizing overlap and avoiding conflict over which organization will implement which activities. Many USAID grantees and contractors have grown into multi-faceted organizations, capable of implementing a range of civil society strengthening activities. It is therefore imperative that the prime implementer – in the case of the CSL, Pact – to define and establish at the onset the technical, geographical or thematic “lanes” that each partner will be the lead implementer on. In the CSL consortium, for example, Internews has the right of first refusal for media strengthening work, ICNL is the primary technical lead on issues relating to legislative or regulatory strengthening of CSOs, Solidarity Center is the primary technical partner on labor issues, and so on. Another key role that should be consolidated wherever possible is that of subgrants administration – oftentimes, consortia have disaggregated subgranting mechanisms, wherein each international partner administers its own subgrants in its particular technical area. However, this is an inefficient way to flow financial support to indigenous partners – a much more effective approach has been to consolidate subgrants management under one consortium partner, with technical input from other teammates. Identifying and ring-fencing core institutional capabilities can streamline the RFA response process, reduce tensions within a consortium, and make for smoother implementation, once a project is awarded.

- Underuse of rapid response mechanism

The original CSL LWA agreement established a mechanism to allow for USAID to tap into the deep technical expertise contained in the Consortium to support initiatives around the world, on short notice. On several occasions, USAID employed this feature to mobilize ICNL to provide quick turnaround analysis and legal advice on NGO law related issues. As a general rule, however, the rapid response mechanism was underused, and its potential not fully exploited. In particular, the LWA mechanism can and should be used to conduct research and technical assistance in the field that USAID Missions can then use to shape their civil society program portfolios – the collected institutional memory represented by a consortium of leading civil society INGOs and their specialist staff is an important resource that can and should contribute to stronger USAID programming, without violating USG procurement integrity rules.

- Leader-funded travel

USAID regulations require preapproval for international travel. For Associate Awards under an LWA, this is seldom an issue – projects tend to be multi-year efforts that adhere to an approved workplan and thus afford the implementing agency a degree of predictability as to when and why international travel will be required. Activities funded under the Leader Award of the CSL, however, have proven to be less predictable. They include activities such as participating in conferences, conducting emergency trips to the field to assist or manage partner organizations, or providing coverage for projects that are short-staffed. Due to the unpredictable nature of this travel, it is labor-intensive and time-consuming to request approval from the USAID Agreement Officer prior to each trip. Instead, future LWA implementation may benefit by including a set number of pre-approved international trips per year for leader-funded travel, with justification provided by the implementing partner and included as part of the award.

Bureaucratic Lessons Learned

Although not explicitly part of any program description, managing relations with USAID and other key funders and stakeholders is a key task of any civil society strengthening program. While the CSL, as a LWA, was funded by USAID, it leveraged funds from a number of other sources. The Millennium Challenge Corporation, and Departments of State and Defense, for example, supported several initiatives implemented under the CSL, while Danish DANIDA bought in to Belarus-related civil society strengthening activities launched under the auspices of the CSL project there. The following lessons apply to developing and nurturing smooth relations between project implementers, on the one hand, and USAID as the primary donor, on the other:

- Understanding USAID rules and regulations

For successful project management, it is critical that both the implementing partner and the donor possess a clear understanding of applicable rules and regulations. In the case of LWAs such as the CSL this applies first and foremost to USAID rules and regulations – the ADS, 22CFR226, and related OMB circulars. It is essential that organizations implementing USG foreign assistance programs train their staff on relevant USG regulations. Unfortunately, knowledge of these regulations is neither consistent nor uniform even within USAID itself. For example, the roles and responsibilities of the USAID CTO – carefully defined in ADS 303.2.f and the CTO designation letter – have tended, in reality, to fluctuate wildly from one project to another. In some cases, CTOs have assumed roles that far exceed the “significant involvement” clause of the relevant Cooperative Agreement.

In order to reduce the sometimes-uneven adherence to USG and USAID regulations, it can be very useful to establish, at the beginning of any new project, a common rapport and understanding between different stakeholders, as to what some key “ground rules” are. An LWA, as an assistance (rather than acquisition) instrument, is very much intended by design to be a partnership, with both donor and implementer operating with a relatively looser management bond than under a contract, for example. It is thus essential that both share an understanding of respective roles and responsibilities, what is and is not possible under USG regulations. One simple way to promote this is to incorporate into the initial kickoff meeting between USAID and the implementer a brief discussion of key clauses from the ADS and 22CFR226 that address “touch-points” and deliverables of a project. Specifically, CTO responsibilities and reporting requirements are two topics that have warranted such attention in the past – for example, in one case a CTO new to USAID demanded weekly formal reports, despite the fact that the 22CFR226.51.b clearly states that, “...*performance reports will not be required more frequently than quarterly.*”⁴

Understanding USAID rules and regulations becomes particularly critical when funding originates outside of USAID. This can take place in two ways: through an inter-agency transfer from a different US government agency, or through buy-in by an outside, non-USG, donor. While this sort of buy-in can prove an effective way to leverage additional funds for civil society activities in order to achieve shared strategic goals, in either case, funders tend not to be familiar with USAID rules and regulations. Again, preemptive expectations management has proven key to avoiding potential pitfalls. For example, the US State Department funded several civic education projects through the life of the CSL mechanism, and, while DOS personnel were heavily involved in project oversight, it was made clear that ultimate management authority must contractually remain the purview of the USAID CTO for the CSL mechanism. To assist in this process, Pact has developed a small, user-friendly handbook that summarizes key USAID regulations for a non-USAID audience. Similarly, the role of the USAID LWA CTO in Washington as “gatekeeper” for new projects has proven essential; the CTO’s authority to approve or reject program descriptions proposed by USAID field missions and other USG donors provides the basis for ensuring that activities do, indeed, support civil society strengthening, and are not distorted by a different donor’s overarching mission imperative. For example, in one instance, funds that originated in the DOD were earmarked to support a CSL peace-building activity in East Africa. The original program description contained an emphasis on working with and supporting security forces. However, with the cooperation of the USAID CSL CTO, Pact was able to modify the language and scope of activities to ensure that the project did, indeed, conform with the original intentions and strategic thrust of the CSL mechanism.

• Strategic use of the LWA mechanism

The CSL LWA mechanism as designed by USAID contains a number of potentially powerful features to assist USAID in strengthening civil society worldwide. However, realizing its full potential requires that these features be properly understood and exploited by USAID headquarters and field staff. Some key practices have evolved over the years, and should be continued into the future in order to ensure efficient implementation. For example, the simple act of establishing synchronized reporting schedules for various Associate Awards funded under the CSL vastly simplified and expedited the centralized coordination role played by Pact under the mechanism.

In retrospect, other features of the CSL, however, were either under-utilized, or misunderstood. Leader-based funds, for example, under the CSL LWA, were used primarily as a pass through for activities selected by USAID; other potential uses for these funds, such as supporting strategic learning

⁴ Furthermore, acceding to the CTO’s request in this case would not only have violated USG regulations, but have introduced a cost escalation factor.

initiatives and technical support, were left largely unexplored.⁵ In this same vein, on multiple occasions CSL leader funds were used for short-term, last minute activities or as funding “patches” – for example, to send individual participants to conferences. While contractually unremarkable, these types of activities tend to be labor intensive, and thus represent a relatively inefficient and less-than-strategic use of finite LWA backstopping level of effort. In the future, we recommend two means to more efficiently address the needs for support similar activities. The first is to generate an annual estimate of the expected number of short-term interventions to be supported, and to budget time and resources accordingly. A second approach would be to designate one LWA consortium partner to handle these types of single-event logistical or rapid response operational tasks.

Budget reporting for LWAs has also been a source of confusion for some USAID CSL partners. With an LWA, budget reporting tends to lag, especially for activities that run through two or even three layers of sub-recipients (international and indigenous NGO partners). On a number of occasions, this has prompted USAID staff in the field to misinterpret pipelines. This oversight can be ameliorated, but not completely rectified, by providing forward projections of spending that can include more up to date information, as needed. However, the fact remains that the USG-mandated financial status reports (FSRs) are likely to broadcast information that may be one to three months behind, due to the structure of projects implemented by an LWA consortium, especially one that may be flowing a substantial number of sub-grants to indigenous CSOs.

- Joint project design

A valuable lesson learned from CSL implementation has been the power inherent in joint project design. A key feature of LWA mechanisms is that they allow for an implementing partner and USAID to engage in open dialog and discussion over project design, without violating procurement integrity rules. Engaging in this type of joint project design has unlocked numerous benefits, leading to projects that are technically stronger, more responsive to donor priorities, and better suited to the operational requirements on the ground. Furthermore, engaging multiple stakeholders – some combination of USAID headquarters, USAID field Mission, LWA consortium members, and host country stakeholders – early on in the design process often helps to avoid the back-and-forth of formal negotiations over repeated program re-design, thus expediting the process considerably. Finally, this open dialog can help to avoid an unhealthy phenomenon sometimes encountered in RFA and RFP competitions: the tendency of bidders to “over-promise and under-deliver” in their proposals.

⁵ This changed in the final months of the CSL award, when a limited training and research initiative was funded using remaining Leader-based funds.

		YEAR	1	2	3	4	5	6	7	8
Madagascar	Pact Last Mile Initiative Associate									
East Africa	Peace in East and Central Africa (PEACE II) Associate									
Sudan	Pact Early Warning Posts Associate									
Asia										
Indonesia	CCE & CRI Indonesia Civic Education Associate									
Indonesia	UNITE Anti-Sweatshop Activity									
Pakistan	CRI Creating Democratic Schools in Pakistan Associate									
Thailand	UNITE Anti-Sweatshop Activity									
Malaysia	CCE Civic Education Pilot Activity									
Indonesia	CRI Creating Child-Centered Classrooms Activity									
Malaysia	CRI Creating Child-Centered Classrooms Activity									
Pakistan/ Bangladesh	CCE Civic Education Program Activity									
Afghanistan/ Bangladesh	CRI Creating Democratic Schools as a Pilot Program Activity									
Afghanistan/ Pakistan	Internews Cross-Border Training and Information Exchange Activity									
Cambodia	Pact and Solidarity Center Eliminating Abusive Labor Practices Activity									
Middle East										
Jordan	CCE Civic Education Conference Activity									
Egypt/Jordan/ West Bank	CCE Civic Education Scouting/Info Sharing Activity									
Morocco/Tunisia	CCE Civic Education Scouting/Info Sharing Activity									

		YEAR	1	2	3	4	5	6	7	8
Regional	CCE Arab Civitas Activity									
Regional	CRI Creating Child-Centered Classrooms Activity									
Regional	CIPE Enhancing Corporate Governance in the Arab World Activity									
Regional	Internews Initiative for Open and Pluralistic Media Activity									
Iraq	ICNL Creating an Enabling Environment for NGOs Activity									
Jordan	CCE E-Enabled Civic Education Associate									
West Bank/Gaza	Internews Independent Media Program Associate									
Eurasia										
Russia	CCE Democratic Values through Civic Education Associate									
Ukraine	Pact, ICNL, Internews, NDI, RTI, & Solidarity Center Organizational Development and Support Associate									
Regional	ICNL Regional NGO Law Rapid Response Mechanism Associate									
Afghanistan	Internews Media Development Associate									
Central Asia	Pact, Internews & ICNL NGO and Media Legal Frameworks Associate									
LAC										
Mexico	UNITE Anti-Sweatshop Activity									
Dominican Republic	UNITE Anti-Sweatshop Activity									

		YEAR	1	2	3	4	5	6	7	8
Chile	Partners of the Americas Civil Society Participation in the Community of Democracies Activity					█	█	█	█	
Mexico	ICNL Law Capacity Project Activity							█	█	█
Mexico	Solidarity Center Labor Unions and Competitiveness Activity								█	█
Mexico	Pact & CCC Consensus Building Around Justice System Reform Activity								█	
Haiti	Pact, Internews & NDI Civil Society Advocacy Associate								█	█
Central America	Pact (& IIDH) CAFTA Labor Justice Advocacy									█
Global										
(includes Turkey, Mexico, South Africa, Rwanda)	ICNL Global Technical Assistance Project Activity						█	█	█	█
(includes DRC, India, and Morocco)	EDC Cross-Sectoral Youth Program Activity							█	█	█
	Internews Sustainability Guide for Community Media Activity									█
	Pact Civil Society Research Activity									█
	Pact Support to Peacebuilding/Non-Traditional Actors Meeting Activity								█	
	Pact ICE for Civil Society Development Activity									█
	Pact & Mobile Active Role of Mobile Phones in Citizen Media Activity									█
	ICNL Legal Enabling Environment Program (LEEP) Associate									█