

**Building Civil Society in Times of Turmoil
Final Evaluation Report
Mercy Corps- PVC Program
September 1999- January 2003**

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EVALUATION IDENTIFICATION SHEET

PVO Name	Mercy Corps
Matching Grant Title	Building Civil Society in Times of Turmoil
Cooperative Agreement Number	FAO-a-00-99-00047-00
Amount of Grant, Amount of Match and Funds Disbursal to Date	\$1.2 million matched 100% by PVO; all funds disbursed by Jan 31,2003
Period of Grant	September 21, 1999-September 20, 2002
Any (cost/no cost) extension?	Yes-no cost; Sept 20, 2002 – Jan 31, 2003
Current status of MG	Completed
DIP Submission, Approval and Change Dates Respectively	March 17, 2000; April 22, 2001(Mid-Term Evaluation); December 5, 2000 (First Annual Report)
USAID/PVC Grant Officer(s)	Mary Herbert/ Regine Douthard
Technical area of Grant	Civil Society
Date of the evaluation	September 2002-February 2003
Countries of program activity	Tajikistan, Nicaragua, Honduras, Indonesia; US
Principle Partners (all local partners)	Tajikistan-Dilsuz, NABW, Citizen Working Groups; Nicaragua-PAGJINO, Jinotega Civil Society Network; Honduras-PAG; <i>Patronatos Associations</i> Indonesia-numerous local NGOs
Country programs evaluated	Tajikistan, Nicaragua, Honduras, Indonesia; US
Evaluation Team Members (organization)	Mercy Corps (with independent consultant)

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MAJOR SUCCESS AND SHORTCOMINGS

Major Successes
Replication of successful Matching Grant civic groups activity with funding from another (USG) source.
Majority of participating civic groups in small grants program not only complete goals of grant award but continue to function as active civil society organizations, many forming associations of groups with similar interests.
Gender workshops and seminars raise awareness of partners and beneficiaries resulting in more women participating actively in civil society. (Common observation by partners and beneficiaries: women are more "trustworthy" and more likely to repay loans.)
Creative funding mechanism to retain CS program and staff within office portfolio; CSP folded into and funded by sector programs (e.g., MC-I).
Identification of competent local partners who are better able to carry on civil society training and civil society activities having participated in MG/CSP. Partners serve as "front line" troops for additional and ongoing activities to develop civil societies.
Empowerment of community groups, (<i>patronatos</i> .) and community-based organizations (e.g., Association of <i>Patronatos</i> , PAGJINO) results in increased dialogue between civic organizations and government, increased ability of communities to address own needs and issues, and increased participation by women in community and government affairs.
Work with <i>patronatos</i> (empowerment for community identified activities) is replicable model for other regions.
Conflict resolution approaches in Maluku serves as model for programs in other areas of conflict worldwide.
Identification of strong local partners to carry out MG/CSP maximizes Institutional strengthening projects which increases Mercy Corps own institutional capacity to integrate civil society in development programs.
Improved and adapted civil society tools to support program activities.

Major Shortcomings/Constraints
The MG/CSP suffered from a lack of dedicated staff and other resources needed for effective fundraising. IN MC-HQ, there was a period where the organization was without a Foundations Director; in the field, staff was busy implementing activities and/or did not have the necessary proposal writing skills. Often, this resulted in a lack of additional and follow-on civil society activities for partners and beneficiaries left them frustrated and "lost" when funding ended.
No provision for continuing availability of technical assistance and training to reinforce lessons learned or to support identified in-country organizations to continue civil society training and support activities.
Civil society networks need more and continuing support to strengthen and build the capacity of organizations and individual members.
Only two full time staff at Mercy Corps Headquarters dedicated to development of Civil Society Program for organization.
Little, if any, communication and coordination with local USAID field mission. MG/CSP activities would have complemented mission portfolio of activities. (The exception is the program in Indonesia.)
No programs to build working relationships between all three civil society "actors" – government, business, civic organizations or to encourage dialogue and participation by all three in civil society development activities.
Lack of independently/externally produced case studies (as opposed to "success stories"); need for Mercy Corps definition of "case study" and template for development.

Acronyms, Abbreviations and Definitions

CS	Civil Society
CSN	Civil Society Network
CSP	Civil Society Program
DIP	Detailed Implementation Plan
GOH	Government of Honduras
GOI	Government of Indonesia
GON	Government of Nicaragua
GOT	Government of Tajikistan
Hokumat	Local, regional government body in Tajikistan
INGO	International NGO
JCSN	Jinotega Civil Society Network (Honduras)
LNGO	Local NGO
M&E	Monitoring and Evaluation
MC-HQ	Mercy Corps Headquarters (Portland, OR)
MC-T	Mercy Corps Tajikistan field office (Dushanbe)
MC-H	Mercy Corps Honduras field office (same as local NGO affiliate PAG)
MC-N	Mercy Corps Nicaragua field office
MC-I	Mercy Corps Indonesia field office (Jakarta)
MC-I/M	Mercy Corps Indonesia-Maluku
MG	Matching Grant
MG/CSP	Matching Grant/Civil Society Program
NABW	National Association of Business Women (Tajikistan)
NGO	Non Governmental Organization
PAG	Proyecto Aldea Global (local Mercy Corps affiliate in Honduras)
PAGJINO	Proyecto Aldea Global Jinotega (local partner in Nicaragua)
Patronato	Neighborhood citizen group in Honduras
Raion	Regional government body in Tajikistan
SME	Small and Medium Enterprises

Executive Summary

This report highlights the successes, constraints and unanticipated effects of Mercy Corps' (MC) civil society program, "*Building Civil Society in Times of Turmoil*."

The evaluation took place from September 2002 through February 2003. It confirms the progress and achievement of targets identified for individual country objectives as reported in Annual Reports 2000 and 2001.¹ Targets identified in the Detailed Implementation Plans (DIPs) were basically numerical outcomes, which, for the most part, were achieved. Those few instances where they were not are due to changes in local situations and/or on-site reassessments. The evaluation focuses on the "impact" of the program activities in each participating country and MC Headquarters.

While objectives, indicators and targets were specifically developed for each participating field site, overall goals were similar: 1) strengthening the institutional capacity of local partners and beneficiaries to implement civil society activities; 2) developing MC's institutional capacity in the area of civil society; 3) strengthening the local NGO sector's ability to be active civil society leaders through training and technical support; and 4) increasing dialogue and cooperation between and among civil society actors: civic organizations, the government and the private sector.

Each participating field site had several success stories which "increased Mercy Corps' institutional capacity to implement civil society strengthening activities."²

Mercy Corps' Tajikistan Office identified two strong local partners which have become registered and recognized national organizations. One partner now actively facilitates civil society training and workshops for civic groups nationwide. Many of these groups were started with MG/CSP grants and carried out innovative programs to "raise public awareness on human rights and peace building"³ – groups such as the one assembled by former *mujaheddin*, or the group which adapted traditional conflict resolution traditions to promote peaceful change between ethnic groups. (See Appendix I.) The civic group sub-grant program was such a success, MC-T initiated a larger grants program using funds provided by USDA.

While Mercy Corps no longer has a field office in Nicaragua, its activities under the MG/CSP continue to bear fruit with its MG/CSP local partner, PAGJINO. The civil society network the grant supported has developed a strong working relationship with municipal officials, participating in community development planning in the aftermath of Hurricane Mitch.

One program, which could be replicated throughout Honduras, was carried out by Mercy Corps' local partner, Proyecto Aldea Global (PAG). Although legally mandated, community organizations (*patronatos*) became more proactive and organized in carrying out improvements

¹ First Annual Report, transmitted December 5, 2000; Second Annual Report, transmitted November 8, 2001.

² Headquarters DIP, Objective #4.

³ Tajikistan DIP, Objective #2.

to their neighborhoods. Credit for this feeling of empowerment was given to the skills and knowledge acquired through MG/CSP training activities. Local groups then banded together to form local associations, which gave them a stronger voice in engaging in dialogues with local government officials. With grant support, PAG and civic organizations sponsored political forums and associations in a rural area established a working relationship with the recently elected president of Honduras.

A civil society was certainly *built in an area of turmoil* in Indonesia. The MG/CSP activity in Maluku serves as a model for conflict resolution programs in other conflict areas in that country. Practical lessons in participation, in bringing together diverse groups for the betterment of the entire community is the continuing legacy of the MG/CSP in Indonesia. Accountability and transparency, not often demonstrated by Indonesian groups (civic, business, government) are built into all Mercy Corps program throughout Indonesia. Civil society principles strengthened humanitarian activities following the Jakarta flood in February 2002, and Mercy Corps' relationships with local NGOs provided a ready source of support during times of turmoil. With civil society overlaying its portfolio, MC-I developed an innovative way for continuing work and retaining experienced staff from the MG/CSP period.

All these successes in the field provided a wealth of information and experiences to build Mercy Corps Headquarters institutional capacity "to develop, implement, monitor and evaluate quality civil society initiatives and interventions"⁴ and carry out civil society programs and activities in other areas of conflict and turmoil. Lessons learned serve as starting points for developing improved civil society tools and designing additional training opportunities.

Training was an activity cited as both the base for institutional strengthening and program development ... and the demand for more was voiced in each site. The presentation on the *Civil Society Framework* is one activity that local staff can learn to pass on to local civic organizations ... and is translate-able into local languages. There were many requests for training in advocacy as partners and beneficiaries began to work more and more with government agencies.

The majority of MG/CSP activities would be well served with follow-on activities to reinforce lessons learned, to support fledgling civic groups in need of additional technical assistance, to increase the possibility that these groups and activities would be sustainable into the future. A collection of re-occurring recommendations cited in this report is contained on the last page.

There is little doubt that MG/CSP program activities serve as a foundation—a start—for continuing capacity building of civic organizations, for strengthening civil society actors and interactions between actors, and for engaging local entities in their own community development and conflict resolution. And, like many other "good" programs, merits continuing support. Reinforcement training, follow-on activities and programs, and replication of successful MG/CSP models would certainly support USAID's goal of "building civil society in times of turmoil."

⁴Headquarters DIP, Objective #1.

Introduction/History. In 1999, Mercy Corps (MC) was awarded a Matching Grant (MG/CSP), *"Building Civil Society in Times of Turmoil,"* by the Bureau for Humanitarian Response, Office for Private and Voluntary Cooperation, USAID (USAID/PVC). The grant covered the period 1999-2003 (with a "no cost" extension) and programs were developed and implemented in Tajikistan, Nicaragua, Honduras, Indonesia, and MC headquarters in Portland, Oregon. As noted in the DIP, program activities for each site were implemented at different times and different funding levels.

Methodology. Information for the evaluation questionnaires and interview guidelines were compiled from a variety of source materials provided by MC-HQ and MC field offices; Post-program evaluation analyses relied heavily on field visits: observations and interviews conducted in Tajikistan, Nicaragua, Honduras, Indonesia, and Portland, Oregon, with grant staff, MC field staff, local partners, local clients and beneficiaries, other NGOs (local and international), and others associated or involved MG/CSP. In most instances, oral responses from meetings were compared later with written responses to evaluation questionnaires.

Constraints to Evaluation Process. The majority of interviews and meetings conducted in MC field sites required the translation assistance of native speakers with good command of the English language. An independent (i.e., not MC staff) translator was employed at each site, although s/he was identified by the local MC office.⁵ The use of translators posed several problems including lack of knowledge and/or familiarity of MC and/or Civil Society program (CSP) and terminology and often the intrusion of the translator's own perspectives and attitudes when translating questions and responses; i.e., "something lost in translation."

Other constraints were those of time, and difficulties with communication systems and transportation. Limited time in the field precluded a wide sampling of participants and civil society "actors" (government, business, and civic organizations) as well as information gathering meetings with USAID field staff. Although meetings were held with all identified local partners—often at their offices or program sites—there was often insufficient time for in-depth interviews⁶ or to meet with additional representatives of local partner organizations and members of citizen work groups. Transit time was usually long and difficult. Communication by telephone, fax, and/or email was often erratic or unavailable between field offices and partner/beneficiary offices.⁷ Due to this limited time frame, only a small number of participants were interviewed. "Sample" size is too small to draw definitive conclusions but sufficient information was gathered to determine "what worked and what didn't;" and meetings were held with key participants who could confirm information on file at MC-HQ.

⁵ All but one were available for the short-term assignment because they were job-hunting (and saw, perhaps, an opportunity for a continuing relationship with the local MC office).

⁶ Evaluation interviews took staff away from daily activities and responsibilities so meetings were kept to one hour to minimize imposition to local partner.

⁷ Transit time between MC field offices and interview sites were, on average, 3 or more hours by car usually over difficult terrain which cut into time for actual interviews; scheduling and confirming meetings was made difficult with erratic availability of phone contact often resulting in missed or late starting meetings.

Findings: Tajikistan

A. Objectives, Indicators, Targets, Results

Objective #1: Increase the impact and sustainability of two civil society organizations in Tajikistan: NABW and Dilsuz.

Indicator	Target	Major Activities/Results
# of clear Strategic Plans	2 plans	Completed (approved by board members)
#of organizational development plans	2 business and communication	Incorporated into annual plans
# of approved national organization structures	2	Both local partners are registered with GOT; nat'l structure/org & by-laws done
# of Monitoring & Evaluation Plans	2 M&E plans	Completed (Dilsuz members volunteer to carry out plan)
# of case studies	2 case studies	Two completed
# of successful advocacy initiatives	2 initiatives	Majority of subgrant citizen work groups as well as NABW & Dilsuz carry out advocacy activities (most with local government officials)

Objective #2: Raise public awareness on human rights and peace building.

Indicator	Target	Major Activities/Results
# of NGOs and informal citizen groups involved	20 groups	20 working groups selected for subgrant program; 2 dropped out leaving 18 active
# of developed initiative	10 initiatives	18 initiatives undertaken by informal citizen groups
# of small grants awarded	10 grants	18 grants awarded
Campaign Strategy	Campaign Strategy documented	No stand-alone strategy; rather, information campaign activities were part of sub-grant activities
Human Rights and Peace campaign	20 NGOs & citizen groups involved in campaign	Caravan activity completed; other groups incorporated human rights and peace activities within their sub-grant programs

Objective #3: Build the capacity of Mercy Corps in the area of civil society.

Indicator	Target	Major Activities/Results
MC-T policy on CS support	1 policy	No written policy; but country director vocal in support of and incorporation of CS activities across MC-T programs
# of staff involved in CS work	15 staff	MC-T Civil Society team formed; meetings held monthly
# of staff trained in CS	30 staff trained, 2 trainers	2 staff able to conduct CS training; MC-T staff receive CS related training

# of CS exchanges	1 exchange	1 CS staff member visited MC-I and 3 attended conference in Istanbul
# of monitoring & evaluation reports	6 quarterly, 2 annual, 1 final	reports submitted and on file at MC-H
# of case studies	3 case studies	Two completed

B. Program Effectiveness

Mercy Corps-Tajikistan (MC-T) began its participation in the Matching Grant/Civil Society Program (MG/CSP) with a field assessment on which program objectives and targets are based. These targets, were, for the most part, achieved, as a revised DIP matrix illustrates.

Matching Grant program activities, principally training,⁸ strengthened and increased MC-T's local partners' institutional capabilities. Both NABW and Dilsuz⁹ are now the only two NGOs in Tajikistan with national organizations, legally registered with appropriate Government of Tajikistan (GOT) ministries. Both have charters and strategic plans that have been reviewed and approved by their respective boards and members.

SUCCESS: Representatives from branches of both NGOs participated in strategic planning exercises at the national level; national staff participated with branches in the development of branch plans. National strategic plans were reviewed and approved by all branches, and each branch was provided a copy of the approved plan. NABW added that government representatives were invited to participate in planning discussions at local and national levels.

Dilsuz's organizational plans call for volunteer monitors recruited from their membership to carry out activities outlined in its written M&E plan (copies of which are available both at headquarters and at each branch office). Staff and volunteers are themselves disabled, usually with a physical disability, or have a family member with a disability.¹⁰

SUCCESS: Dilsuz branch managers, many of them disabled by war, develop annual plans from approved strategic plans; these skills were acquired in workshops sponsored by the matching grant. At a meeting with several branch managers, each referred often to their individual annual plan to point out accomplishments to date.

⁸ See Appendix D for representational list of training activities.

⁹ NABW: National Association of Business Women; Dilsuz: The Association of People with Disabilities

¹⁰ Dilsuz defines "disability" very broadly, including mental and emotional disability as well as the children of the poor. A doctor's certificate of disability is the only documentation required for membership. Dilsuz uses the terms "disabled," "invalid," and "handicapped" interchangeably. It is not known whether these terms are also the same in the Tajik language.

Revised final evaluation, amended by Mercy Corps for Aileen Kishaba

With assistance from the MG/CSP, Dilsuz officials represented Tajikistan at the December 2000 Bangkok Conference of People with Disabilities (Asia-Pacific Region) to share their civil society project experiences. They later shared their experiences with colleagues and MC-T. Attendance at the conference resulted in new contacts, exchanges of information, and invitations to other international conferences focusing on the disabled.

From training on and technical assistance with civil society principles and as part of efforts to work with government, Dilsuz has brought the “nonfunctioning aspects” of the country’s social protection law to the attention of the President of the GOT as it impacts Dilsuz’s membership. As a result, the President has “ordered” the Ministries of Justice and Social Welfare to review the laws and address the issues raised by Dilsuz.¹¹ Working with government is an objective in its strategic and work plans; Dilsuz does not appear to differentiate between a relationship with government officials and advocacy activities.

SUCCESS: The Dilsuz branch in Garm, a remote village in the Rasht Valley, is composed of several district groups that had no system of support or assistance until they affiliated with Dilsuz. The branch manager had the following observations about civil society training: “...saw Mercy Corps program as a way for individual groups to work to solve own problems, open eyes of disabled.” He added that “...new information from foreigners ... (enabled them) to have own responsibility for our own society and for personal living.” The Garm branch has its own “civil society team” (including an economist, lawyer, accountant) who volunteer their time and expertise to provide support in law issues, psychology, journalism, teaching, and accounting.

Most of NABW’s advocacy initiatives are undertaken in collaboration with another NGO (UNIFEM). Its focus has been on women’s issues. NABW’s partnership with Mercy Corps over the years has focused on providing micro-credit to women entrepreneurs. NABW has sponsored and supports two successful local initiatives: a Women’s Center (to address violence against women) and the first Junior Achievement chapter in Tajikistan. NABW plans to spin both off as separate NGOs.

NABW, in its continuing effort to strengthen its organization, has requested more training in advocacy techniques (based on civil society principles). They would utilize lessons learned to increase their lobbying efforts on behalf of women and the business community. NABW would also be able to offer and conduct workshops in advocacy for local NGOs and citizen organizations.

Recommendation: Additional training workshops, (to include “training of trainers” components) on Advocacy, be provided with the understanding that NABW would provide ongoing training for “graduates” of MC-T’s MG/CSP small grants program, other local NGOs and other civic organizations.

¹¹ Dilsuz is to review the law independently then collaborate with the Ministries to draft new legislation (this is a current project).

NABW acknowledged that its knowledge and skills base was strengthened during the matching grant period and by participation in MG/CSP activities. Its leadership sees NABW expanding from its micro-lending function to being a stronger advocate for women entrepreneurs. As part of its strategy to become more self-sustaining, NABW plans to implement a fee-for-services program. NABW leadership have facilitated training for colleagues, other NGOs and groups, including MC-T,¹² and provided one-on-one consulting support to Dilsuz, *pro bono*.

Recommendation: Additional training in organizational development, as prioritized by partner organizations should be offered to support continued growth of NABW and other local NGOs..

A large group of MC-T staff interested in Mercy Corps' civil society program came together to form an in-country civil society "team." Members represent a wide variety of programs and positions.¹³ Many of the MC-T staff that attended the gender workshop are also members of the Civil Society Team.

SUCCESS: MC-T's Director of Finance and Administration, a member of the Civil Society Team, applied the civil society framework in his dealing with GOT's "tax police." He also admitted, laughingly, that conflict resolution was a large part of his exchanges with office staff over financial issues.

Team members expressed a desire for more and continued training in civil society principles and topics.

Recommendation: MC-HQ design informational materials, training modules, self-tutorials, and other training activities, which could be used independently by field offices.

As part of Matching Grant activities, MC-T designed a transparent and open method of recruiting citizen work groups for its sub-grantees program. The aim of this activity was to raise public awareness on human rights and peace building issues. Several outstanding projects were implemented with technical assistance, training, and other support from the MC-T Civil Society staff: one group is composed of former *mujaheddin*, another of Muslim women raising funds for their daughters' education. (See Appendix I for details and additional information.)

¹² Gender Training Workshop for MC-T staff.

¹³ Team members participated in civil society seminars and presentations; with the new skills and knowledge, they incorporate civil society principles, especially participation and accountability (i.e., transparency), in their day-to-day activities. Meetings are held monthly. The exchange of information at these meetings supports MC-T's understanding and use of CS principles throughout its portfolio.

Due largely to the successes of the citizen work groups, MC-T developed a similar grant program, *Ishtirok*,¹⁴ which built on the civil society framework. It is funded by USDA's Title II program. 79 groups nationwide have received small grants. 320 applications were received in its second year.

Gender. Utilizing the developing skills of its local partner, MC-T staff attended a workshop on gender issues facilitated by NABW. As a direct result, the field office's gender policy was reviewed and rewritten. An updated Gender Policy has been approved, printed, and distributed to MC-T staff. (See Appendix F for a copy.)

A MG/CSP sponsored training workshop, "Technology of Participation" (TOP) was especially well received by MC-T staff and local partners – "participation" being one of the three major principles of the Civil Society Framework.

Unanticipated Effect. A direct result of the TOP workshop was the creation of a local NGO, ICA-EHIO, which (among other offerings) now provides in-country TOP workshops and related training. (See Appendix G for workshop details.)

Recommendation: Based on their program objectives, ICA-EHIO would be an effective entity to develop and present an activity to bring together all civil society actors (see related item under "Constraint" below). In all likelihood, funding support would be needed for such an activity.

Recommendation: Additional training on civil society principles, especially the concepts of "transparency" and "accountability" should be provided to MG/CSP partners, beneficiaries, clients. (Refer to Footnote 13.)

Due to local suspicion of large businesses (who are thought to be mafia connected or to be operating illegally), there is little interaction between all civil society "actors" (government, business, civic organizations). There is, however, increased dialogue between civic organizations and government. But there is little trust between civil society actors at the present time.

Recommendation: Suggestions and support for activities to promote discussion and dialogue between CS "actors" be provided to local partners and citizen work groups including support for MC-T to sponsor such discussions. Advocacy training would be a practical approach, incorporating transfer of skills, knowledge and attitude change.

Unexpected effect. Citizen work group members were asked about the "sustainability" of their group; most defined it as the ability to write proposals to other international donor groups for

¹⁴ *Ishtirok* translates to "participation;" details on the program are contained in Appendix E. The program's manager is a former CSP Associate.

funding. A few, like NABW, are exploring more long-term options such as “fee-for-services,” membership dues, etc.

Recommendation: To support most citizen work groups’ desires to continue with their programs, training in organizational sustainability and related topics (such as association development) should be provided. Discussions/dialogues on group sustainability issues (i.e., whether a group should continue in its current structure), should also be covered.

Media coverage of groups’ activities is expensive but would do much to “raise public awareness on human rights and peace building.” Although a “public awareness campaign” had been worked on by citizen work groups as well as local partners—an attempt to work with local media organizations—the campaign showed few results due (the groups claimed) to government control and restrictions and the high cost of “free” media.

A few of the groups used their own ties to one or more media outlets (local newspapers, radio) but coverage of their activities was on an intermittent and sporadic basis. Instead of a television event documenting their activities, groups did put on “presentations” of their program activities in different venues and to different audiences throughout Tajikistan.

Unanticipated Effect. NABW stated that it had begun production of a television series on business development issues in Tajikistan but there was no information on the status of this activity. NABW observed that (local) NGOs need to increase their “voice and visibility” and plans to draft informational brochures to address this need. NABW has begun public dialogues with invited government officials to provide a means for SMEs to voice and have their concerns addressed by government officials; the dialogues also provide a forum for SMEs to gather together and discuss issues of mutual interest.

Recommendation: Future training programs for civic organizations should include training on working with the media to get message(s) to wider audience. This training should also be offered to representatives of Tajikistan’s media as a practical method of involving them in community activities and providing edification on civic organizations and their goals.

C. Program Management

Staff changes and turnovers had a negative impact on the continuity in program activities such as monitoring and support to program partners and beneficiaries. There had been staff changeover of both expatriate and national staff. An unanticipated effect was the different

management styles of the expatriate program managers.¹⁵ With the end of the MG/CSP, it remains to be seen whether MC-T is able to retain its Civil Society Office.

Changes occurred with both expatriate and national staff, affecting the pace of program implementation and continuity. There were dormant periods in the program due to the absence of Civil Society staff. The program lost its program manager when MG/CSP funding ended.

Recommendation: MC-T review the Indonesia's example for CSP staff retention.

Unanticipated Effect. While there is no "official" or written policy in MC-T on Civil Society, the country director reported it was his intention for civil society principles to be incorporated into MC-T's portfolio of programs. He reported he plans to propose a regional USAID conference on civil society.¹⁶ He felt there is staff in the regional office receptive to such a proposal. An outcome from such a conference would be a written policy on Civil Society.

Recommendation: Follow-up support be provided to draft proposal as well as provide hands-on support in the development and implementation of a civil society conference. Such an activity would support all three Matching Grant objectives and showcase the Tajikistan program. It would further serve to "raise public awareness of human rights and peace building" throughout the region.

¹⁵ An earlier expatriate program manager had a closer working relationship with Dilsuz at a time when the organization needed more direction and hands-on support to formalize its national status and strengthen its organizational capacity. A later program manager was more cautious, questioning the transparency and accountability of Dilsuz's leadership as well as their ties to the GOT President and other politicians. She cited instances that lend credence to those observations.

¹⁶ USAID regional office in Almaty, Kazakhstan, oversees programs in all five "stans:" Kazakhstan, Kyrgyzstan, Turkmenistan, Uzbekistan, and Tajikistan.

Findings: Nicaragua

A. Objectives, Indicators, Targets, Results

Objective #1: Strengthen the institutional capacity of PAGJINO and strengthen the organization's role as a civil society actor.

Indicator	Target	Major Activities/Results
Strategic Plan developed and approved by Board	1 Strategic Plan	PAGJINO Board members have undertaken the drafting of annual Strategic Plans which are reviewed by PAGJINO members for approval.
Business Plan developed and approved by Board	1 Business Plan	Completed
# of new funding sources	2 new funders	PAGJINO is undertaking several "commercialization" projects

Objective #2: Strengthen the local NGO sector through the formation and development of an NGO coordinating body, The Civil Society Network, and through the institutional strengthening of its members.

Indicator	Target	Major Activities/Results
Collaborative activities of network members	3 activities	An informal Civil Society Network (JCSN-The Red) is formed
# of dues-paying members of the Civil Society Network	15 dues-paying members	Group has decided not to formalize their organization; no dues collected; no strategic plan (although exercise did begin); no Training Plan ¹⁷
Strategic Plan for CSN	1 Strategic Plan	
Training Plan for CSN	1 Training Plan	

Objective #3: Improve the municipal development process through increased dialogue, engagement, and collaboration among the local NGO sector, the citizenry, the local government, and the private sector.

Indicator	Target	Major Activities/Results
# of town hall meetings	3 town hall mtgs	11 meetings held; attended by PAGJINO members, and JCSN members (who may have participated as representatives of their respective NGO groups)
# of CSN representatives participating in town hall meetings	10 CSN representatives	
# of candidate forums	3 forums	
# of CSN members participating in the municipal strategic planning process	10 CSN representatives	JCSN "leader" and PAGJINO are active members of the Municipal Community Development committee

¹⁷ note: Under current Nicaraguan law, no formal legal status is available for networks such as JCSN; MC-HQ reports that plans (in Spanish) are on file in their offices.

Objective #4: Develop Mercy Corps' institutional capacity in the area of civil society.

Indicator	Target	Major Activities/Results
# of civil society case studies	2 case studies	None
# of CS exchanges	1 exchange	None
# of Strategic Planning Reports	2 strat plans (PAGJINO & CSN)	PAGJINO completes Strategic Plan; no Strategic Plan for CSN ¹⁸
# of tool-use reports	3 reports	None

B. Program Effectiveness

The Matching Grant program in Nicaragua focused its efforts in Jinotega, a mountain community of small coffee farmers who had suffered economic disaster in the aftermath of Hurricane Mitch. The outstanding success of the program was the institutional strengthening of Mercy Corps' local partner, PAGJINO.

A majority of PAGJINO board members participated in a variety of MG/CSP provided training to enhance and expand their skills and knowledge in organization management. In written responses they credit the MG/CSP activities for their successes and for a strengthened and empowered Board.¹⁹ The Board is elected by the membership at annual general assemblies. There is one female member who "represents women's interests." (See Appendix H for translated comments.)

With their new skills and knowledge, board members have developed a formula for the payment of membership fees²⁰ that allows monthly payments; this system enhances recruitment efforts.²¹ Upon joining, members are required to learn PAGJINO's by-laws. As of November 2002, PAGJINO had 128 paid members, and 1,058 clients and beneficiaries (potential members).

PAGJINO no longer relies on the expatriate Executive Director to draft its Strategic Plan (SP). Board members have taken on that responsibility as a direct result of MG/CSP training. Board members prepare a draft based on their discussions with constituents,²² then discuss it with the Director before presenting the Strategic Plan to the general assembly. The SP contains the Annual Work Plan; three Strategic Plans have been drafted since the beginning of the MG/CSP program.²³

¹⁸ MC-HQ reports that a strategic plan was submitted earlier; copy in Spanish at MC-HQ.

¹⁹ The current Executive Director credits the board building activities of the MG/CSP with empowering board members and helping them to develop a "vision" for their organization.

²⁰ The Board decided on an amount most could afford: \$250 for 5 years at \$50 per year per family; members participate in training activities at no cost and request specific training and technical assistance; non members pay token fee.

²¹ When the fee system was first introduced in 2000, there was a need to educate members on the reasons and benefits (historically, services had been provided free by the state). It was a difficult transition (although state was no longer providing as many free services) but Board members see a change in mentality as members become more aware of benefits of joining PAGJINO.

²² Each Board member represents a geographic area and discusses needs and issues with his/her constituents

²³ The Ministry of Government annually reviews PAGJINO's accounting procedures, board make-up, and other financial reports. This is necessary for PAGJINO to retain its legal status as an association.

Unanticipated Effect. The current director's salary is paid by PAGJINO. Earlier funded by Mercy Corps, the expatriate director added he had received little if any training from MC (and no formal CSP training) prior to joining PAGJINO.²⁴ He also stated that the Board could still benefit from additional board building activities (i.e., training) to reinforce lessons learned and to retain and enhance their institutional building skills (and commitment). Board members agreed with this view.

Recommendation: A standard CS orientation be developed and given to any and all MC personnel, with additional and advanced training for project managers. Additionally, that the training be more easily and readily available via video, workbooks, CD presentation, etc. not always requiring a staff member from MC-HQ to conduct training. However, if a MC-HQ staff member does provide training in the field, that the training include a "training of trainers" component

Unanticipated Effect: PAGJINO is registered as an "association"—a distinction to stress the "business" aspect of the coffee organization. There is no difference in the tax status between association and NGO. It is a learning process for PAGJINO to understand that "not for profit" does not mean an organization does not make profit; the distinction is in how profits are distributed. This has an impact on the organization's plans for continued and expanded self-sustainability.

At the beginning of the MG/CSP, PAGJINO was identified as an NGO and its loan system was "more loose financially." Now there is more accountability ... and fees and interest are charged.²⁵ As there are fewer rural credit programs currently available, the community and PAGJINO have adapted a more business-like approach; the coffee farming community is more aware of the changes to PAGJINO operations.²⁶

Recommendation: To support successful project continuity, reinforcement of skills, knowledge, and changes in attitude must be part of a planned follow-on program (i.e., before program funding ends, additional funds need to be identified for follow-on, support activities.

Unanticipated Effect: Accrual of "social capital" to PAGJINO. *Campesinos* do not easily trust "help agencies," but PAGJINO has earned their trust with many more participating in PAGJINO programs including efforts to diversify commercial activities.

²⁴ He felt his educational background and personal experiences enabled him to "hit the ground running."

²⁵ Following the devastation of Hurricane Mitch, many food security projects were carried out which charged no interest and repayment was in cash or in-kind.

²⁶ E.g., Stricter requirements for loans (credits), increased monitoring for repayment of loans, etc. — all reviewed and approved by PAGJINO Board.

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In November, 2001, PAGJINO conducted a survey to find out how many people it was helping. Results put that number at 1,054 of which 46% were women.²⁷

PAGJINO Board members credit its improved relationship with local government to MG/CSP training. There are more meetings between the two groups,²⁸ and PAGJINO's Treasurer is currently a member of the Mayor's Municipal Development Committee that monitors projects, and provides information on needs, problems and issues raised by *campesinos* in Jinotega. PAGJINO will also be joining the local Chamber of Commerce's Committee on Tourism.²⁹

Unanticipated Effect: The municipality of Jinotega has developed a "sister city" relationship with a Dutch city, and in the spirit of participation,³⁰ PAGJINO was invited as a member of the private sector to participate in activities for the visiting delegation from Holland. One of the outcomes is a potential commercial partnership between PAGJINO and The Holland Coffee Group³¹ as a means of countering the worldwide depression in coffee prices.

Program results are mixed on the development of a Jinotega Civil Society Network (also known as "The Red").³² While a network was created, its members decided not to formalize or legalize its status. Thus, there are no membership fees, and no new strategic or training plans (since the end of the MG/CSP).³³ The *de facto* leader serves in a volunteer capacity to coordinate activities.³⁴ When MG/CSP funding and training ended, many original participants dropped out of the network (out of 28, 16 groups remain).

However, the network is recognized by the mayor's office³⁵ and maintains an information sharing relationship. The Red's volunteer leader is a member of the mayor's Municipal Development Committee (CDM) which meets regularly with the mayor's staff. Other members of the network also participate in CDM activities as well as in network committees focusing in specific areas (e.g., addressing issues of coffee farmers in Jinotega).

The Red now coordinates its activities with the local Chamber of Commerce. The Chamber provides some logistical support for network activities, such as meeting announcements and space for meetings.

²⁷ Board members confirmed that women had a "better" loan repayment rate.

²⁸ PAGJINO members participate on several government committees (environmental, development, local government).

²⁹ PAGJINO is undertaking a study of the commercial viability of a nature preserve offering tourist amenities such as nature trails, resorts and other tourist attractions as another means of providing income for coffee farmers.

³⁰ Municipal officials were invited to CSP training activities, including a presentation on the CS Framework.

³¹ The Holland Coffee Group services the specialty coffee market and may feature PAGJINO coffee beans which won 1st place in the Cup of Excellence coffee competition.

³² The English word "the network" translates to "*la red*" in Spanish.

³³ These documents (e.g., strategic plan, training plan) are on file at MC-HQ (in Spanish) but were not seen by evaluator nor referred to or acknowledged as being done during evaluation interview.

³⁴ Miguel Victorino (Vic) serves as Director of Avodec, a local NGO with health and humanitarian projects in and around Jinotega, and is finding it difficult to volunteer as much time as the task of coordination the network requires.

³⁵ The current mayor (*Alcalde Municipal Jinotega*) met with me at Vic's request, and expressed his hope that MC programs would return to provide development support as his town continues to move forward.

Jinotega's mayor reported that 12 town hall meeting (6 rural, 6 urban) were held to discuss and approve the CDM's agenda.³⁶ The MG/CSP program was credited with providing the base for these meetings with civil society actors: government, private sector, "development clubs," NGOs, and others.

Although the sentiment was expressed that the network has "grown and matured" and is "its own organization and not a MC project," lack of funds was cited as the biggest deterrent to network sustainability (funding needed for communication, training, administration, networking, etc.). Fundraising is a big problem: individual member groups seek funds for their own special interests rather than for funds to support network priorities and programs.³⁷

There is interest and commitment among remaining members to continue as an informal network, but this informal network does not appear to have any cohesive "vision" or direction. Several members were "angry," feeling the MG/CSP stopped too abruptly. They needed more support to organize individually and as a network.

Recommendation: If a formal, registered NGO coordinating body is determined to be the best way to "build CS in times of turmoil" in Jinotega, support--funds, technical assistance, training--must be provided. Additional technical assistance (i.e., consultancies) needs to be provided to support NGO community in general and network in particular.

Lessons from the Nicaragua program add to the civil society knowledge base of MC although Mercy Corps no longer has an office in Nicaragua.³⁸ Of the Managua-based local partners, meetings were held with only one partner, The Nicaraguan Development Center (NDC), which had provided training in Jinotega to MG/CSP beneficiaries. Principles of NDC indicated they could and would support programs in Jinotega as they could; again, funding is an obstacle.

Recommendation: Follow-on technical assistance, training, consultancies to support JCSN, PAGJINO, and other civil society actors could be provided by Nicaraguan NGOs such as NDC with direction and support from MC-HQ.

No case studies were completed, printed, or distributed (although non-MG/CSP volunteers may have drafted one or more³⁹).

Recommendation: A case study be developed on the board building activities, institutional strengthening of and development of PAGJINO (sustainability process) be undertaken.

³⁶ Program goals: reduction of poverty and employment generation.

³⁷ Although office equipment for network use was provided by the Matching Grant, with no full time staff, no records of meetings are kept and no information is disseminated to members.

³⁸ There is, however, an MC-HQ program officer assigned to Central America, and she maintains contact with group in Nicaragua, especially PAGJINO. Mercy Corps is working in partnership with PAGJINO in marketing their award winning coffee to fair trade coffee roasters in the USA.

³⁹ A Peace Corps volunteer in Jinotega at time of MG/CSP began drafts but they do not appear to be finalized.

Findings: Honduras

A. Objectives, Indicators, Targets, Results

Objective #1: Increase the institutional capacity of *Proyecto Aldea Global's* capacity to implement civil society activities.

Indicator	Target	Major Activities/Results
Increase PAG CSP financial sustainability as evidenced by:		
# of new proposals w/ integrated CS activities	2 new funding sources (gov't or private foundation)	The Cross-Cutting and Child Survival programs incorporate CS approaches; PAG had agreed to incorporate CS activities in all future program proposals (commitment from PAG ED)
# of new CS proposals funded	2 new funding sources (gov't or private foundation)	Janet and Deborah programs started (both providing support to women) Additional funding obtained from the following organizations (Kellogg Foundation, Thorn Bros Foundation, Tear Fund UK and others)
Strategic Plan for the PAG CS Program	PAG CS program develops Strategic Plan	Completed
# of new TA contracts		TA provided to infrastructure team on post-Mitch projects (8 seminars); Child Survival/MC program (development of community pharmacies; Cross Cutting Programs in 4 communities; supported formation of the Deborah program (women's networks to address domestic violence); <i>Instituto Hondureno de Desarrollo Rural</i> (IHDER); agro-environmental group (8 seminars) ⁴⁰
# of TA requests from PAG staff	5 TA assistance wkshps for PAG staff	Presentation on CS principles, training in participatory decision-making, peaceful conflict management; strategies to increase community participation; TA provided to CS units working on the Upper Water-Shed Mgt Program and Cross Cutting program

⁴⁰ Honduran law does not allow for NGOs to charge for TA; following were conducted outside of PAG program: grants writing techniques for NGOs, CS training for government & community based orgs., informational visits on new laws to NGOs, transparency presentation for a national gov't project.

Objective #2: Increase the organization and CS strengthening capacity of the local CS organizations.

Indicators	Target	Major Activities/Results
Increased CS org. in the target area as evidence by:		
# of external community activities undertaken by the Network as a group	5 activities	Network supported during first Matching Grant through multiple subgrants; still in existence.
# of new <i>Patronato</i> Associations	5 new associations	Associations formed in Siguatepeque, Taulabe, Oros de Agua, Libertad, Las Lajas, Minas de Oro, Esquias, San Luis y San Jose
# of members in the Association of <i>Patronatos</i>	15 members per Assn	Achieved
Strategic Plan the Civil Society Network	CSN obtains legal status, develops a 3-year plan, approves membership rules/regs	CSN, composed of 13 small orgs that work to promote CS (participation, democratic elections, accountability, institutional strengthening, etc.); PAG worked closely with the group during first Matching Grant.
Increased CS capacity as evidenced by:		
# of subgrant proposals submitted	20	Subgrant program had been implemented during first and second MG
# of subgrant proposals approved	15	During last year of second MG, 13 subgrants awarded – most to organizations representing several communities.
# of new CS activities initiated by local groups	3	Political meetings organized: Concertacion 2001, political form in Jesus de Otoro; individual community townhall meetings CS Assessment and Municipal Assessment conducted by <i>patronatos</i>

Objective #3: Improve the process of reconstruction through increased engagement between the government, civil society organizations and the private sector.

Indicator	Target	Major Activities/Results
# of CODELs formed ⁴¹	15	The development of CODELs was part of the previous MG program; they are required by law

⁴¹ This activity was deleted from the MG program when funds to form CODELs in 15 new areas were provided by another international organization.

# of intersectoral cooperative agreements formed	3	6 intersectoral agreements signed between PAG, local gov'ts, <i>Patronato</i> Assns; each describes strategy for gov't participation in CS strengthening Coordination Strategy for PAG and Assn of <i>Patronatos</i> working with gov't and other CS orgs on municipal development map, coordination of actions on new development projects defined
# of intersectoral consultative mechanisms formed ⁴²	3	Prep for Concertina 2001 took up more time so this indicator was not fully addressed.

Objective #4: Increase Mercy International's institutional capacity to implement civil society strengthening activities.⁴³

Indicator	Target	Major Activities/Results
# of CS case studies documented	2	1 concept paper developed. Other program activities of higher priority to local group precluded completion of a case study – however, videos made of local activities
# of CS exchanges	1	PAG CS officer on exchange visit to MC-T note: a local exchange took place—visit to the Socorro Juridico Project in Tocoa Colon
# of new CS tools developed	5	2 CS tools (Community Assessment, Municipal Assessment) adapted to local situation; grant writing manual for CS orgs.; subgrant process manual; Honduran compendium of laws related to CS participation.

B. Program Effectiveness

The overall program goal of the MG/CSP in Honduras was to “develop and strengthen civil society within the Proyecto Aldea Global target region (Comayagua and Cortes) through the process of reconstruction.” The majority of activities took place in Siguatepeque, focusing on the *patronato* system of community involvement.⁴⁴ Work with the *patronatos* was an outstanding

⁴² DIP objective changed when “mechanisms” were found to be too formal; increasing working relationships between CS actors (primarily CS groups and government) was substituted

⁴³ Materials developed for this objective were used by the program in Nicaragua.

⁴⁴ *Patronatos* are traditional community development committees and are mandated by law; registered *patronatos* are sworn in and registered at the local town hall.

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success, a model for replication. MC/CSP programs were carried out by a Mercy Corps affiliate⁴⁵ and local partner, Proyecto Aldea Global (PAG).

Empowered *patronato* groups and the formation of *patronatos* associations are a major achievement. Another would be the growing give-and-take relationship between government officials and *patronato* groups.

The number of active *patronatos* has almost doubled; from 290 to 415. The 415 have developed a list of 600 "needs"⁴⁶ estimated at costing 40 million Lempiras.

Recommendation: PAG discuss these "needs" with USAID/Tegucigalpa to determine whether any of these groups are eligible for mission support.

At each monthly meeting of the Association of *Patronatos* in Siguatepeque, a member of the local government (e.g., vice mayor) is in attendance and on the agenda. Previously, the Association had one list of needs and the mayor another (and he was usually unreceptive and unresponsive to needs identified by *patronatos*); the mayor now meets with Association representatives for information and advice. And a member of the Association is now part of the mayor's cabinet and it is acknowledged that he (also) represents the interests of *patronatos*.

Reports of Siguatepeque and Taulabe's programs have spread to other municipalities. Santa Cruz and San Jose municipalities (and several others) have requested assistance to form an Association of *Patronatos*.

Recommendation: PAG discuss these requests with USAID/Tegucigalpa to determine whether any of these groups are eligible for mission support to develop Associations of *Patronatos*.

Gender. Women play an active role in the Siguatepeque Association. There were many women at the Association meeting and many reported that it was through their efforts that nonfunctioning or defunct community *patronato* groups have been reactivated. They are strong contributors at meetings of the Association of *Patronatos* in Siguatepeque.⁴⁷ Participation by women at meetings between local government officials and *patronato* groups is still difficult; many are not permitted to speak or participate as equal representatives with their male counterparts at these government-sponsored meetings.⁴⁸

⁴⁵ PAG's executive director is an employee of Mercy Corps International; PAG was founded by MC in the 1980s.

⁴⁶ Prioritized by the groups into the following sectors: water, schools, infrastructure, housing, bridges, electrification.

⁴⁷ Gender Training had been provided to *patronatos* in Siguatepeque and Taulabe as part of MG/CSP. A comment by a male *patronato* president, "Women talk as much and are as active as men."

⁴⁸ Many of the women interviewed indicated their cultural background and traditions made it easier for government officials to "intimidate" them into not speaking at these meetings.

Recommendation: Gender Equity workshops (adapted to circumstances in Honduras) be developed and offered to all civil society actors (government, business, and civic groups) throughout Honduras.

While most *patronatos* achieve legal status with little difficulty, there are others (especially in remote rural areas) which have difficulty, making them ineligible for government support. A common problem appears to be the lack of reliable attorneys.⁴⁹

Recommendation: Any follow-on program should include workshops on the legal system, specifically achieving legal status for community groups.

PAG, working with *patronatos*, revised two civil society tools: 1) Based on the Rapid Assessment, the Civil Society Assessment was used by *patronato* groups to strengthen their positions in negotiations with local government officials for community projects⁵⁰; and 2) the Municipal Assessment (MA), use by *patronato* groups to gather information on a region's development conditions.⁵¹

Recommendation: Tool adaptation and usage be documented (and included in MC-HQ publications such as "The Bridge").

While *patronato* groups would exist without the MG/CSP program, the program is credited for empowering individual *patronatos* to come together and form associations for more "strength in numbers."

Another notable MG/CSP activity was the "Presidential Concertacion 2001," developed and sponsored by PAG and *patronato* groups.⁵² This political forum provided an opportunity for civic organizations to establish dialogues with presidential candidates from the two major political parties in Honduras. A major outcome was a signed cooperation and dialogue agreement between each candidate and the *patronato* associations. Honduras' recently elected president has promised to continue to hold dialogues and to address *patronato* concerns in national planning exercises. The next step will be to sponsor a second, follow-up "Presidential Concertacion."

⁴⁹ Most attorneys come from urban areas, charge fees seen as "high" by rural groups, and charge for travel time. It is a financial hardship for *patronato* members to pursue unscrupulous and unresponsive attorneys.

⁵⁰ Used by *patronato* associations in Siguatepeque, Ojos de Agua, Libertad Meambar, Trinidad, Las Lajas, Taulabe, Minas de Oro, Esquilas, San Luis y San Jose.

⁵¹ MA is a quick assessment to provide information on production, marketing, access to credits, women's issues, agriculture and environmental protection, and other characteristics.

⁵² As part of the preparations for the political dialogue, community assessments were carried out by civil society groups (teachers, women's groups, *patronatos*, farmers associations, churches, etc.) to develop a list of critical issues.

Recommendation: A proposal be drafted for consideration by USAID and other international D&G organizations to underwrite the sponsorship of the second presidential meeting.

In addition to training provided to *patronato* groups, PAG provided a wide range of civil society training workshops and seminars to its own staff and opened to others in the community (Appendix J provides a list of training offered). While members of *patronatos* who received training now conduct informal training within and outside of their individual groups, there is still a heavy demand for training from the community.

Recommendation: A standard CS orientation be developed and given to any and all MC personnel, with additional and advanced training for project managers. Additionally, that the training be readily available via video, work books, CS presentation, etc. not always requiring an MC-HQ staff member to conduct training. However, if a MC-HQ staff member does provide training in the field, that the training include a "training of trainers" component.

Members of *patronatos* suggested that more information on "success stories" of other civil society groups would be of great benefit. In Siguatepeque, Association records are being uncovered and can be made available if there was someone to write up a success story or case study on their experiences. PAG staff also requested more information on civil society activities in other venues.

Recommendation: Workshops or self-guided tutorials on writing success stories be provided to civil society groups. This would allow information gained from experience to be shared and for civil society practices to be spread and more easily promulgated. (Evaluator makes a distinction between success stories and case studies, the latter being more a teaching tool on lessons learned.)

Additional donor funds were secured by PAG to supplement MG/CSP funds, allowing it to provide additional services and support to civil society groups. In addition to the MG/CSP, grants were awarded by Thorn Brothers Foundation and the SG Foundation. Kellogg Foundation awarded funds for PAG's "Give Us a Chance" proposal (working with indigenous mountain peoples) which contained a strong civil society component (awarded in 2002).

Gender. Due to lessons learned from this MG/CSP, programs like *Deborah* and *Janet* were implemented and appear to be successful (given the number of participants in these programs). The *Deborah* program's goal is to increase community access to legal assistance; it focuses on domestic violence and labor abuse. It is funded by the Tear Fund of England, Catholic Relief Services, and the American Jewish World Services.

A recent initiative, the *Janet* program ("Justice And Non-discrimination in Employment Today"), funded by \$25,000 USG grant in 2001 to provide female *maquila* workers with legal and labor

rights information. The program is currently in Taulabe (100 female workers), Siguatepeque (900 women workers), and Comayagua (1200 women workers).

PAG developed, carried out, monitored, and evaluated a successful sub-grant program, which focused on institutional strengthening, democracy issues, and women's participation in decision making. Thirteen grants were awarded. (See Appendix K.)

With these successes in its portfolios, continuing requests for support and increased requests for similar assistance in other municipalities, the Siguatepeque branch office continues to employ a civil society program officer to provide technical assistance. His responsibilities include providing support to *patronato* groups in the region.

PAG is looking into "fee-for-services" activities⁵³ to support its programs (an outcome of a SWOT exercise⁵⁴). PAG plans (dependent on funding) to strengthen its institutional capacity in the identification of local partners to support geographic expansion of civil society programs (replication of successes in Siguatepeque region).

Recommendation: Funds be identified to replicate PAG's successes with *patronato* groups in other regions of Honduras. Members of active *patronato* groups should be taught to train others based on their own successful experiences.

The MG/CSP officer participated in a successful civil society exchange to observe Tajikistan's civil society program⁵⁵ (See Appendix L for trip report). He was impressed by the benefits derived by working with strong local partners.

In spite of its successful civil society programs in the Siguatepeque region, concern was expressed by USAID/Tegucigalpa of PAG's "belligerent" attitude concerning *patronatos* desire to participate in government budget planning and to lobby for distribution of funds in an "equitable" fashion to implement individual projects in their local communities.⁵⁶ However, it was observed that most *patronato* groups would like to see more transparency regarding donor funds as well as municipal moneys; more and more groups want to be involved in budget process.

Recommendation: USAID and local NGOs cosponsor Workshops and information seminars on budget processes, transparency, and accountability for civil society actors (government, business, and civic organizations).

⁵³ Though it may not be allowable under current NGO law.

⁵⁴ SWOT: **S**trengths, **W**eaknesses, **O**pportunities, **T**hreats.

⁵⁵ During his CS exchange to MC-T, the PAG CS officer observed the "value added" of strong local partners.

⁵⁶ *Patronato* members are concerned that only political supporters of current officials would receive funding support.

There was little coordination between PAG and the USAID/Tegucigalpa mission. The mission officer responsible for civil society programs indicated that a closer working relationship could have allowed both groups to build on each other's programs. He had some but not all information on PAG's program and little information on the MC/CSP activities.⁵⁷ The USAID mission was in the process of developing its strategy for the near future and program activities mentioned appear complementary and compatible to with MG/CSP.

Recommendation: A closer working relationship be established between PAG and USAID/Tegucigalpa with regular meetings to share information.

Unanticipated Effect: The problem (and proliferation) of youth gangs often hampers civil society programs.⁵⁸

⁵⁷ PAG observed that the USAID mission carried out activities in the capital city and worked with the Honduran society of NGOs.

⁵⁸ At a meeting of the Association of *Patronatos*, one representative asked for help to immigrate as he and his family had been threatened by local gangs; he had become his *patronatos*' representative upon the murder of the previous president (youth gang suspected of killing).

Findings: Indonesia

A. Objectives, Indicators, Targets, Results

Objective #1: Increase Mercy Corps' local partners' ability to understand sufficiently and implement effectively civil society principles of citizen participation, leadership accountability, and peaceful change.

Indicator	Target	Major Activities/Results
# of partner orgs assessed	50 orgs assessed	50 assessments completed and documented; 60 food program institutional assessments completed
# of new activities under-taken by local partners that incorporate the implementation of civil society programs	50 new activities	50 food projects incorporate civil society initiatives
# correlation evaluation conducted	1 report	Begun but not completed (in draft form); may or may be due to change in program managers

Objective #2: Increase the capacity of Mercy Corps Indonesia to develop, implement, monitor, and evaluate new civil society programs that improve peaceful dialogue, citizen engagement, transparency, and information exchange between civil society actors.⁵⁹

Indicator	Target	Major Activities/Results
# of new proposals	2 new proposals	Proposal #1-capacity building for 90 women leaders in conflict areas, submitted to EU Proposal #2-US-Japan Foundation on organizational strengthening for NGOs
# of new activities under-taken	2 new activities	Maluku CS orientation provided; micro finance roundtable on accountability & participation; Representation Leadership & Coordination workshop presented
# civil society best practices identified	10 best practices	Completed

Objective #3: Increase the capacity of Mercy Corps International to develop, implement, monitor, and evaluate new civil society programs that improve peaceful dialogue, citizen engagement, transparency, and information exchange between civil society actors.

Indicator	Target	Major Activities/Results
# of case studies documenting the use of civil society principles	1 case study	Completed, printed, distributed
# of civil society exchanges	1 exchange	1 exchange to Afghanistan completed

⁵⁹ It was not possible to obtain a visa to Ambon (Maluku); information for matrix taken from reports on file at MC-Headquarters.

# of contributions made to Civil Society Newsletter	5 contributions	More than 11 stories submitted
# of contributions from Indonesia to the Civil Society Internet Forum	5 contributions	Achieved
# of tools used and adapted	2 tools used	Rapid Assessment utilized; CS training tool

B. Program Effectiveness

The Civil Society program implemented in Indonesia was not part of the original grant award. Mercy Corps appealed this decision. Private funds were identified to start up formal Civil Society Program activities in MC-I, and after further discussions with USAID/PVC, Indonesia was included in the grant⁶⁰ program. MC-I may arguably have the strongest civil society program.

The program began with MC-I conducting and completing an NGO Assessment, which allowed the MG/CSP staff to build relationships with NGO groups throughout Indonesia. MC-I determined that integration of civil society principles and activities would be necessary to include in its portfolio of activities.

With the assessment completed, civil society staff began a sub-grant program (funded by USDA, administered by MC-I's Grants Office). A majority of grant recipients were micro finance institutions, whose works in their communities reflected the types of groups they worked with. Of special note is a program located in Bogor: *BMT Ibaadurrahman* has developed a successful micro finance institution based on the principles of Islam. (See Appendix N)

The micro finance grantees were receptive to the idea of forming an association to strengthen their sector. The MG/CSP supported the development of the Association of Micro Finance. The association serves as a mutual support, information sharing, institutional strengthening, networking, and training resource organization.⁶¹ The civil society staff plans to encourage association members to review a code of conduct, incorporating civil society principles of accountability and transparency.

As with sub-grant programs in other MG/CSP field sites, MC-I provided a range of training and technical assistance. Training activities were and continue to be a large part of MC-I's program. From its experiences with groups in the MG/CSP sub-grant activity, MC-I developed a list of the "Top Ten Civil Society Best Practices." (See Appendix O)

⁶⁰ DIP submitted March 2002; no funds (other than staff salaries) provided by the USAID grant.

⁶¹ The Association's Steering Committee identified the following objectives: share and promote alternative models of microfinance; provide capacity building for members; facilitate fundraising and promote financial sustainability; provide references for members according to an agreed standard/criteria; promote information sharing; and advocate to the government on issues related to micro finance.

Recommendation: This list be more widely distributed not only to MC-I staff in all branches, but also to local partners, beneficiaries, other MC field offices, and MC-HQ. It should also be sent to MC-HQ for inclusion in MC-HQ and CS publications.

Training in and implementation of communication models based on civil society principles was an important part of the shift away from violence in the conflict area located on Maluku. Though not actually observed (due to visa difficulties), the Maluku Program is an outstanding example of the impact of the MG/CSP.

The Maluku program challenged previous response procedures to emergency situations. MC-I demonstrated to USAID/Jakarta officials⁶² the positive impact of civil society principles on local organizations (how they operate, programming, approaches to issues and problems). As a result of its success in Maluku, MC-I was invited by the mission to set up a similar program in a conflict area located in central Sulawesi (Poso Program). (See Appendix M for additional details of Palu/Poso program)

At the time of the evaluation, MC-I is the only participating field office that maintains a close working relationship with the USAID country mission, coordinating activities for maximum impact of humanitarian and civil society programs. USAID officers view the program in Maluku as "impressive."⁶³

MC-I is also the only program with a published success story/case study: *Integrating Relief, Recovery and Civil Society Principles*. (See Appendix P for a copy) MC offices worldwide received copies, as did other organizations and USG agencies enabling MC to share lessons learned from work in an area of conflict that is still unstable.

Unanticipated Effect: Since it was impossible to secure a visa to visit Maluku, MC-I recommended a substitute: MC-I's program in Central Sulawesi, which has had several incidents of violence between Muslims and Christians. Because of its successes, flexibility, and ability to "hit the ground running," MC-I received approval from USAID/Jakarta to replicate activities from the Maluku Program in this area of conflict. (See Appendix M for quick impact grant report) A branch office was opened in Poso in a "neutral" area.⁶⁴ Several months later, another office in Palu was opened.⁶⁵

⁶² Harlan Hale Emergency Disaster Relief Coordinator and Herbie Smith - Food for Peace Officer.

⁶³ USAID/Jakarta felt MC-I took a "gamble" in working with NGOs (using the CS Framework) in Maluku and based on their ongoing successes, requested their assistance in another conflict area (Poso). The mission also related that the OFDA office in Washington, DC, "really likes this" approach of working with NGOs to solve problems while building their institutional capacity. They observed that MC-I worked with LNGOs to "tailor interventions to local conditions needed by community." MC-I was seen as flexible enough to go into areas where larger organizations would have difficulty.

⁶⁴ As in Maluku, locating a suitable location took a long time. Poso is considered a "Muslim town" and Tentena a "Christian town." Also, there were still occasional instances of violence in this area.

⁶⁵ Palu is the capitol city. It is a 4-hour car ride from Palu to Poso.

Staff from the Maluku Project traveled to Palu to support program development. As in Maluku, the Palu and Poso staffs are a mix of Muslims and Christians. The area is still tense yet civil society organizations from both religious groups come together to meet at MC-I offices. Training is offered to this mixed group, the first being on gender equity.

SUCCESS: During the evaluation visit, a presentation of the CS Framework was presented in Bahasa by the Poso Program Coordinator (who had recently been trained in Jakarta by MC-HQ staff) to a mixed group of Muslim and Christian civic groups.

A staff person from the Maluku Program was identified for a civil society exchange to Afghanistan. As someone who lives and works in an area of conflict, and who is was active in MG/CSP, his presentation of lessons learned and successful activities was seen as more "credible" by Afghan counterparts. His most convincing argument involved getting local civic groups to take an active role in community development projects (empowerment). (See Appendix Q for his trip report)

To continue addressing program needs in Maluku, MC-I staff (including those in the Maluku office) requested continuing civil society training including presentations and explanation of the Civil Society Framework.

Recommendation: Civil society training needs to be more easily and readily available (via video, workbooks, CD/DVD presentations, etc.). Training need not always require Headquarters staff to conduct training. However, if an MC-HQ staff member does provide training in the field, that training should include a "training of trainers" component requiring one or more field staff to carry out additional training.

C. Program Management

MC-I, too, saw staff changes and turnovers in expatriate and national staff. The impact of these changes was new civil society staff mastering the "learning curve" and becoming acquainted with MG/CSP program activities, partners, and beneficiaries. At the present time, however, there is a two-person (national) civil society office. With a strong commitment to civil society principles, MC-I designed a creative method to retain and support its civil society program and staff. Sector programs were asked to review their portfolios to determine how civil society will support activities and to "contribute" a portion of their program budget to underwrite the civil society team in MC-I. (See Appendix R for details)

For example, the office's Food for Work (FFW) program found MC's civil society principles especially helpful with analyzing monitoring and evaluation results. FFW program officers identified civil society principles as key components of their programs. Many of the local groups working on FFW activities had no idea, much less practiced, accountability, transparency, and participation. MC-I led training strengthened local partners' effectiveness in the areas of food inventory, use of donor funds, distribution of commodities, etc., resulting in less wastage,

corruption, and ill will. The FFW program will use civil society lessons to make its M&E activities more useful.

SUCCESS: Mercy Corps-Indonesia's country director has accomplished what Mercy Corps' leadership has set as an agency directive: the overlay of civil society principles in all its programs exemplified by the creative funding support for civil society staff cited above. The MC-I office highlights "civil society" in its informational pamphlet and staff are strongly encouraged to attend civil society training workshops and seminars.

Unanticipated Effect: Through its participatory and transparent working style, MC-I had developed partnerships with local NGOs and civic groups that enabled it to respond quickly to emergency situations in many parts of Indonesia—such as the flood of 2002.⁶⁶ This allowed MC-I to begin implementing humanitarian activities immediately and effectively, having, through its partners, knowledge of affected communities. Accountability (a key civil society principle) was an integral part of any distribution activity—MC-I was able to use its existing civil society networks to ensure that assistance/aid was used as intended. MC-I's Grants team had already put in place accountability and transparency procedures for its local partners to follow.⁶⁷

While MG/CSP training is a continuing need, MC-I staff found the Civil Society Toolbox (furnished by MC-HQ and tested by the first program manager in Maluku) was not as relevant to Indonesia's situation and needs. Staff members adapted selected tools for better usage but it is not known if usage was documented.

Recommendation: Tool adaptation and usage be documented (and included in MC-HQ publications such as "The Bridge")

⁶⁶ As explained during an interview with FFW program manager to illustrate the importance of civil society principles to FFW and related programs, and from a written account of Mercy Corps' activities in the Jakarta flood (written in July 2002).

⁶⁷ A previous member of the MG/CSP team had transferred over to the Grants Office and uses his experiences to integrate civil society principles into awards provided by MC-I.

Findings: Mercy Corps Headquarters (Portland, OR)

A. Objectives, Indicators, Targets, Results

Objective #1: Increase the capacity of Mercy Corps to develop, implement, monitor and evaluate quality civil society initiatives and interventions.

Indicator	Target	Major Activities/Results
% of activities outlined in Matching Grant implemented according to DIP	90% of activities	Achieved
% of new proposals which incorporate civil society interventions	75% of all new proposals	Achieved
# of on-going projects which receive technical assistance or feedback regarding Civil Society interventions	3 on-going (non grant) projects	HQ staff report TA provided in Georgia, New York, Liberia, Guatemala, etc.
# of projects which are able to monitor and evaluate civil society interventions	4 MG country projects	Achieved
# of projects which have sustainability plans related to civil society interventions	4 sustainability plans	MC-T developed <i>Ishtirok</i> program which continues MG subgrant program using USDA funds; MC-PAG worked with <i>patronatos</i> to negotiate for local gov't funds for community development projects; MC-I developed model for retaining CS program and program staff

Objective #2: Increase the amount and diversity of funding for Mercy Corps civil society program in Honduras, Nicaragua, Tajikistan, Indonesia as well as in other Mercy Corps countries.

Indicator	Target	Major Activities/Results
# of new civil society proposals submitted and funded from USG and non-USG sources	3 projects submitted	52.4% of new MC proposals in year 1 of MG included CS interventions ⁶⁸ Indonesia's Maluku Program received OFDA and OTI funding for project activities; proposals submitted to AusAid and UNDP for additional funds
# of new civil society proposals submitted to private sector & foundations	4 projects submitted	CSP Honduras and Nicaragua approved by Thorn Corporation and SG Foundation; Nicaragua Democracy Festival funded by individual private donors; CSP Pakistan funded by

⁶⁸ Venezuela CSP approved by USAID/OFDA; CSP Georgia approved by USAID; Honduras Cross-Cutting project approved by USAID; Pakistan capacity building proposal submitted to PRM; Indonesia/Ambon project approved by OFDA

Revised final evaluation, amended by Mercy Corps for Aileen Kishaba

		Princess Di foundation; Honduras Women's CSP partially funded by Tear Fund UK; Tajikistan micro-credit advocacy project funded by UNIFEM
# of sources researched and contacted	matrix of sources developed	Data base developed; a MC foundation director hired; matrix developed

Objective #3: Test, refine, improve and disseminate Mercy Corps' Civil Society Toolbox.

Indicator	Target	Major Activities/Results
Toolbox finalized and disseminated	Toolbox is useful and appropriate	Original tools were not useful; HQ developed ASSETS, ongoing DM&E activity (pilot); new CS training; other tools continuously in development

Objective #4: Increase Mercy Corps' institutional capacity and learning about the integration of civil society in development.

Indicator	Target	Major Activities/Results
# of staff who participate in exchange visits for civil society	1 staff member from each MG country	3 out of 4 staff exchanges completed
# staff who participate in Mercy Corps Civil Society forum	40 staff participate	111 MC staff participating in Forum
# Bridging the Gap News letters published	5 published	Name changed to "The Bridge" – published quarterly during MG period
# of Civil Society case studies or methodologies written up and shared	1 study	"Civil Society at Mercy Corps/A Case Study on the Institutionalization of a Concept"
# Civil Society team mtgs or conferences organized by MC	1 conference	Civil Society Conference held in Istanbul, Turkey for worldwide MC staff
# of times presentation used	presentation developed	Civil Society Framework presentation developed and used for regular orientation

B. Program Effectiveness

The CEO, Board of Directors, and other senior staff promulgate the principles of Civil Society – participation, accountability, peaceful change -- as an "over arching" theme for Mercy Corps programs. This decision has been discussed at various MC management conferences, retreats, and meetings. The Civil Society Framework is explained and taught to all new MC staff and at any large group meetings. Being a fairly recent initiative, implementation has not been without organizational obstacles to overcome, primarily the mastering of the civil society learning curve. And there are field staff—mainly national staff—who have not received training in civil society principles.

Recommendation: CS Training needs to be more easily and readily available (via video, workbooks, CD/DVD presentations, etc.). Training need not always require a Headquarters staff to conduct training. However, if an MC-HQ staff member does provide training in the field, that training should include a “training of trainers” component requiring one or more field staff to carry out additional training.

One of the major activities for MC-HQ was the review and revision of the Civil Society Toolbox. As indicated in discussion above for individual country programs, these tools were adapted to local conditions. MC-HQ staff revised those original tools that had application for field use but due to the variety of local conditions, these revisions are generic. It is understood that field staff is free to adapt and amend as needed.

SUCCESS: Tools adapted for use in Honduras, for example, were revised with local partners and written in Spanish, making it easier for all groups (especially those in rural and remote areas) to use. Those assessment tools used the ASSETS tool as a starting/reference point for “their” tools—Community Assessment and Municipal Assessment.

C. Program Management

At the beginning of this grant, senior program officers visited (often more than once) each participating field office to discuss the MG/CSP program, conduct an initial review of the DIP, and to monitor and evaluate implementation. Forms and guidelines were developed for quarterly reporting, including financial documentation, and annual reports. These submittals were read, reviewed, and used by Headquarters civil society staff for required reports to USAID/PVC. During the matching grant period, as needed, DIP targets were amended in consultation with field staff.

These senior program officers did remain with the civil society program as additional staff was hired. However, MC-HQ also experienced civil society staff changeover (like staff changes in field sites) which disrupted program flow; there had been a short period when there was no civil society staff at the Portland office.

Mercy Corps senior managers also regard civil society principles as part of the MC “ethos” and indicate they have taken and will take steps to institutionalize this commitment. It is a management directive to include civil society principles in all MC projects; i.e., there will be civil society components in each proposal submitted by MC for funding and MC staff are encouraged to have the CSP team review all developing proposals.

Program managers point out that MC’s definition of civil society differs in one major aspect to civil society definitions of other groups (including USAID). In its definition, Mercy Corps includes both “government” and “business” as “actors” in creating a functioning, healthy civil society.

However, civil society operates independently of both.⁶⁹

Civil society is seen as a “value added” component for greater impact and sustainability of MC projects worldwide. While headquarters staff agrees on the importance of including civil society principles in their programs and proposals, civil society is not the first or major priority of their job responsibility.⁷⁰ **There are only two full time, dedicated staff at headquarters tasked with building and institutionalizing the civil society program for Mercy Corps.**⁷¹

Recommendation: Intensive and continuing training in the civil society framework, principles and related subject matter be provided to MC-HQ program staff who regularly or often visit field sites. Civil Society should be considered a “collateral duty” whereby staff providing training and technical assistance during each field visit—to MC staff, partners, beneficiaries, and other civil society groups.

Training of trainers (TOT) to enable field staff to effectively conduct civil society training should be included in all workshops and training activities. Refresher courses—continuing education—must be regularly scheduled to insure skills, knowledge, attitudes are up-to-date and effective. Presentation and explanation of the CS Framework would be a good first TOT; the diagram is an effective training tool for explaining MC’s civil society principles and makes it easier for non-English speakers to understand.

Recommendation: MC-HQ consider hiring a third CS staff person in Portland to review proposal drafts to identify where and how civil society principles can be added; this “overlay” would do much to institutionalize MC leadership’s intent (mandate) of a civil society ethos for the organization. This third person should also do grants writing for civil society programs, freeing current staff for program implementation.

The DIPs encouraged contributions of civil society program experiences to MC-HQ publications such as the “The Bridge” and the Civil Society Internet Forum. There is a wealth of experiences in the field and the resources available in civil society program activities continue to grow.

Recommendation: MC-HQ review the “read-ability” of its resource materials. Headquarter and field staffs (and civic organizations) may not have the luxury of time to read through all publications distributed and there may be a language difficulty for national staff to fully comprehend every document. MC-HQ should explore short synopses of documents and/or an easy to read, annotated bibliography of resources available, sorted by subject area (e.g., participation, advocacy, strategic planning, etc.) Translations of the more requested documents should also be considered.

⁶⁹ Mercy Corps’ Civil Society Program Manager states that “including all three sectors (civic, government, business) resonates well with (MC) staff in terms of programming civil society strengthening projects.”

⁷⁰ The current two-person Civil Society staff is asked to review programs and proposals from all MC offices for civil society components—a time consuming endeavor.

⁷¹ Current civil society staff was employed within the last two years and was not part of the civil society headquarters’ team at the start of this Matching Grant. During the evaluation period, a third civil society staff member was added but she is based in MC’s Washington, DC, office.

There is a wealth of “success stories”⁷² from the small grant activities (civic work groups) in all field sites. Many of these stories may spark ideas for activities in other areas.

Recommendation: Funds be acquired to have these success stories and lessons learned written up and distributed.

The civil society conference held in Istanbul, Turkey, was an excellent way for MC staff worldwide to share experiences, learn from each other, and network while enhancing and building their skills and knowledge base. It was a good opportunity for senior executive staff (including regional program managers) to demonstrate and reinforce its commitment to the Civil Society Program.

Recommendation: As an efficient and effective method of addressing MC’s worldwide organization and reinforcing Mercy Corps commitment to civil society principles, a Civil Society Conference should be held annually. Advocacy training is another area that was not fully explored. The conference should include at least one (ideally a variety) civil society training workshop to update staff’s skills and knowledge base. Facilitated small group discussions would allow staff from different offices to exchange ideas and share lessons learned (cross-fertilization). The conference would be an ideal site to demonstrate new or revised Civil Society Tools and methods of use and adaptation.

A complementary program to the civil society conference is civil society staff exchange activity. It is another successful method for “learning about the integration of civil society in development” by both headquarters and the field. Evaluator observed that there are several potential trainers in all MC/CSP participating field sites.

Recommendation: Mercy Corps should provide additional training and TOT support to develop a cadre of civil society trainers located in the field who could provide ongoing training to colleagues, local partners, beneficiaries, and other civil society groups. In addition to being a cost-saving mechanism, it would further institutionalize and build civil society capacity in the organization by having trainers available in the field.

⁷² Evaluator makes a distinction between “success stories” (documented experiences) and “case studies” (primarily training tools to aid in the transfer of knowledge and skills and attitude change).

Recommendations⁷³

Additional training be developed and provided in (but not limited to) the following subject areas:

- Advocacy, including a “training of trainers” component
- Organizational Development, specifically NGO development
- Sustainability for NGOs (fundraising, working with the media)
- Media relations (how to get your message out; how to gain public support)
- Building working relationships between civil society actors (civic organizations, government, business)
- Micro business topics (entrepreneurial development; budgets, financial reports; business plans)
- Association building (membership recruitment, board building; strategic planning)
- Writing (success stories, grants/proposal, press releases, informational materials)
- Training of trainers module for all training (civil society framework and other related topics)
- Legal issues and systems
- Women’s equity issues

and for the following:

- Headquarters program staff
- Civil society field staffs
- Local partners and beneficiaries, business, government

Training materials should be developed that can more easily be offered in the field: self-tutorials, CD-DVD presentations, work books, etc.

Develop and strengthen local capacity to provide civil society training; in addition to Mercy Corps field staff, the following are additional resources:

- Tajikistan: ICA-EHIO, NABW
- Nicaragua: local NGOs
- Honduras: PAG, *patronato* leaders
- Indonesia: local NGOs

Draft, print and distribute Mercy Corps-Indonesia’s model for civil society program and staff retention.

Sponsor civil society conferences: Mercy Corps worldwide; regional country (e.g., Central Asia Republics).

⁷³ List is not in priority order.

Revised final evaluation, amended by Mercy Corps for Aileen Kishaba

Identify, assess, and provide training, technical assistance and other support to strengthen institutional capacities of local civil society networks, regionally and nationally.

Draft case studies on MG/CSP activities as learning tools on civil society program activities.

Draft and distribute synopses of MC/CSP "success stories."

Encourage field offices and local partners to work closely with USAID missions on civil society strengthening programs; including sharing lessons learned and successes from the MG/CSP.

Appendix A: MG Planning Matrices¹

TAJIKISTAN DIP MATRIX

Objective #1: Increase the impact and sustainability of two civil society organizations in Tajikistan: NABW and Dilsuz

Indicator	Target	Major Activities/Results
# of clear Strategic Plans	2 plans	Completed (approved by board members)
#of organizational development plans	2 business and communication	Incorporated into annual plans
# of approved national organization structures	2	Both local partners are registered with GOT; nat'l structure/org & by-laws done
# of Monitoring & Evaluation Plans	2 M&E plans	Completed (Dilsuz members volunteer to carry out plan)
# of case studies	2 case studies	2 completed
# of successful advocacy initiatives	2 initiatives	Majority of subgrant citizen work groups as well as NABW & Dilsuz carry out advocacy activities (most with local government officials)

¹ Information from field and headquarter reports used in addition to information gathered during evaluation period.

Objective #2: Raise public awareness on human rights and peace building

Indicator	Target	Major Activities/Results
# of NGOs and informal citizen groups involved	20 groups	20 working groups selected for subgrant program; 2 dropped out leaving 18 active
# of developed initiative	10 initiatives	18 initiatives undertaken by informal citizen groups
# of small grants awarded	10 grants	18 grants awarded
Campaign Strategy	Campaign Strategy documented	No stand-alone strategy; rather, information campaign activities were part of sub-grant activities.
Human Rights and Peace campaign	20 NGOs & citizen groups involved in campaign	Caravan activity completed; other groups incorporated human rights and peace activities within their sub-grant programs.

Objective #3: Build the capacity of Mercy Corps in the area of civil society

Indicator	Target	Major Activities/Results
MC-T policy on CS support	1 policy	No written policy; country director vocal in support of and incorporation of CS activities across MC-T programs
# of staff involved in CS work	15 staff	MC-T Civil Society team formed; meetings held monthly
# of staff trained in CS	30 staff trained, 2 trainers	2 staff able to conduct CS training; MC-T staff receive CS related training
# of CS exchanges	1 exchange	1 CS staff member visited MC-I and 3 attended conference in Istanbul
# of monitoring & evaluation reports	6 quarterly, 2 annual, 1 final	reports submitted and on file at MC-H
# of case studies	3 case studies	2 completed

NICARAGUA DIP MATRIX

Objective #1: Strengthen the institutional capacity of PAGJINO and strengthen the organization's role as a civil society actor.

Indicator	Target	Major Activities/Results
Strategic Plan developed and approved by Board	1 Strategic Plan	PAGJINO Board members have undertaken the drafting of annual Strategic Plans which are reviewed by PAGJINO members for approval.
Business Plan developed and approved by Board	1 Business Plan	Completed
# of new funding sources	2 new funders	PAGJINO is undertaking several "commercialization" projects

Objective #2: Strengthen the local NGO sector through the formation and development of an NGO coordinating body, The Civil Society Network, and through the institutional strengthening of its members.

Indicator	Target	Major Activities/Results
Collaborative activities of network members	3 activities	An informal Civil Society Network (JCSN-The Red) is formed Group has decided not to formalize their organization; no dues collected; no strategic plan (although exercise did begin); no Training Plan ²
# of dues-paying members of the Civil Society Network	15 dues-paying members	
Strategic Plan for CSN	1 Strategic Plan	
Training Plan for CSN	1 Training Plan	

² note: Under current Nicaraguan law, no formal legal status is available for networks such as JCSN; MC-HQ reports that plans (in Spanish) are on file in their offices.

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Objective #3: Improve the municipal development process through increased dialogue, engagement, and collaboration among the local NGO sector, the citizenry, the local government, and the private sector.

Indicator	Target	Major Activities/Results
# of town hall meetings	3 town hall mtgs	11 meetings held; attended by PAGJINO members, and JCSN members (who may have participated as representatives of their respective NGO groups)
# of CSN representatives participating in town hall meetings	10 CSN representatives	
# of candidate forums	3 forums	
# of CSN members participating in the municipal strategic planning process	10 CSN representatives	JCSN "leader" and PAGJINO are active members of the Municipal Community Development committee

Objective #4: Develop Marcy Corps' institutional capacity in the area of civil society

Indicator	Target	Major Activities/Results
# of civil society case studies	2 case studies	None
# of CS exchanges	1 exchange	None
# of Strategic Planning Reports	2 strategic plans (PAGJINO & CSN)	PAGJINO completes Strategic Plan; no Strategic Plan for CSN ³
# of tool-use reports	3 reports	None

³ MC-HQ reports that a strategic plan was submitted earlier; copy in Spanish at MC-HQ.

HONDURAS DIP MATRIX

Objective #1: Increase the institutional capacity of *Proyecto Aldea Global's* capacity to implement civil society activities

Indicator	Target	Major Activities/Results
Incr. PAG CSP finan sustain- ability as evidenced by: # of new proposals w/ integrated CS activities	2 new funding sources (gov't or private foundation)	The Cross-Cutting and Child Survival programs incorporate CS approaches; PAG had agreed to incorporate CS activities in all future program proposals (commitment from PAG ED)
# of new CS proposals funded	2 new funding sources (gov't or private foundation)	Janet and Deborah programs started (both providing support to women) Additional funding obtained from the following organizations (Kellogg Foundation, Thom Bros Foundation, Tear Fund UK and others)
Strategic Plan for the PAG CS Program	PAG CS program develops Strategic Plan	Completed

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# of new TA contracts		TA provided to infrastructure team on post-Mitch projects (8 seminars); Child Survival/MC program (development of community pharmacies; Cross Cutting Programs in 4 communities; supported formation of the Deborah program (women's networks to address domestic violence); <i>Instituto Hondureno de Desarrollo Rural</i> (IHDER); agro-environmental group (8 seminars) ⁴
# of TA requests from PAG staff	5 TA assistance wkshps for PAG staff	Presentation on CS principles, training in participatory decision-making, peaceful conflict management; strategies to increase community participation; TA provided to CS units working on the Upper Water-Shed Mgt Program and Cross Cutting program

⁴ Honduran law does not allow for NGOs to charge for t/a; following were conducted outside of PAG program: grants writing techniques for NGOs, CS training for government & community based orgs., informational visits on new laws to NGOs, transparency presentation for a national gov't project.

Objective #2: Increase the organization and CS strengthening capacity of the local CS organizations

Indicators	Target	Major Activities/Results
Increased CS org. in the target area as evidence by: # of external community activities undertaken by the Network as a group # of new <i>Patronato</i> Associations	5 activities 5 new associations	Network supported during first Matching Grant; still in existence. Associations formed in Siguatepeque, Taulabe, Oros de Agua, Libertad, Las Lajas, Minas de Oro, Esquias, San Luis y San Jose
# of members in the Association of <i>Patronatos</i>	15 members per Assn	Achieved

Honduras/page 4

Strategic Plan the Civil Society Network	CSN obtains legal status, develops a 3-year plan, approves membership rules/regs	CSN, composed of 13 small orgs that work to promote CS (participation, democratic elections, accountability, institutional strengthening, etc.); PAG worked closely with the group during first Matching Grant.
Increased CS capacity as evidenced by:		
# of subgrant proposals submitted	20	Subgrant program had been implemented during first and second MG
# of subgrant proposals approved	15	During last year of second MG, 13 subgrants awarded – most to organizations representing several communities.
# of new CS activities initiated by local groups	3	Political meetings organized: Concer-tacion 2001, political form in Jesus de Otoro; individual community townhall meetings CS Assessment and Municipal Assessment conducted by <i>patronatos</i>

Honduras/page 4

Objective #3: Improve the process of reconstruction through increased engagement between the government, civil society organizations and the private sector

Indicator	Target	Major Activities/Results
# of CODELs formed ⁵	15	The development of CODELs was part of the previous MG program; they are required by law
# of intersectoral cooperative agreements formed	3	6 intersectoral agreements signed between PAG, local gov'ts, <i>Patronato</i> Assns; each describes strategy for gov't participation in CS strengthening Coordination Strategy for PAG and Assn of <i>Patronatos</i> working with gov't and other CS orgs to: municipal development map, coordination of actions on new development projects defined
# of intersectoral consultative mechanisms formed ⁶	3	Prep for Concertina 2001 took up more time so this indicator was not fully addressed.

⁵ This activity was deleted from the MG program when funds to form CODELs in 15 new areas were provided by other international organization.

⁶ DIP objective changed when "mechanisms" were found to be too formal; increasing working relationships between CS actors (primarily CS groups and government) was substituted

Honduras/page 5

Objective #4: Increase Mercy International's institutional capacity to implement civil society strengthening activities⁷

Indicator	Target	Major Activities/Results
# of CS case studies documented	2	1 concept paper developed. Other program activities of higher priority to local group precluded completion of a case study- however, videos made of local activities.
# of CS exchanges	1	PAG CS officer on exchange visit to MC-T note: a local exchange took place—visit to the Socorro Juridico Project in Tocoa Colon
# of new CS tools developed	5	2 CS tools (Community Assessment, Municipal Assessment) adapted to local situation; grant writing manual for CS orgs.; subgrant process manual; Honduran compendium of laws related to CS participation.

⁷ Materials developed for this objective were used by the program in Nicaragua.

INDONESIA DIP MATRIX

Objective #1: Increase Mercy Corps' local partner's ability to understand sufficiently and implement effectively civil society principles of citizen participation, leadership accountability, and peaceful change.

Indicator	Target	Major Activities/Results
# of partner orgs assessed	50 orgs assessed	50 assessments completed and documented; 60 food program institutional assessments completed
# of new activities under- taken by local partners that incorporate the implementation of civil society programs	50 new activities	50 food projects incorporate civil society initiatives
# correlation evaluation conducted	1 report	Begun but not completed (in draft form); may or may be due to change in program managers

Objective #2: Increase the capacity of Mercy Corps Indonesia to develop, implement, monitor, and evaluate new civil society programs that improve peaceful dialogue, citizen engagement, transparency⁶, and information exchange between civil society actors.⁸

Indicator	Target	Major Activities/Results
# of new proposals	2 new proposals	Proposal #1-capacity building for 90 women leaders in conflict areas, submitted to EU Proposal #2-US-Japan Foundation on organizational strengthening for NGOs.
# of new activities undertaken	2 new activities	Maluku CS orientation provided; micro finance roundtable on accountability & participation; Representation Leadership & Coordination workshop presented
# civil society best practices identified	10 best practices	Completed.

⁸ It was not possible to obtain a visa to Ambon (Maluku); information for matrix taken from reports on file at MC-Headquarters.

Indonesia/page 3

Objective #3: Increase the capacity of Mercy Corps International to develop, implement, monitor, and evaluation new civil society program that improve peaceful dialogue, citizen engagement, transparency, and information exchange between civil society actors

Indicator	Target	Major Activities/Results
# of case studies documenting the use of civil society principles	1 case study	Completed, printed, distributed
# of civil society exchanges	1 exchange	1 exchange to Afghanistan completed
# of contributions made to Civil Society Newsletter	5 contributions	More than 11 stories submitted
# of contributions from Indonesia to the Civil Society Internet Forum	5 contributions	Achieved
# of tools used and adapted	2 tools used	Rapid Assessment utilized; CS training tool

HEADQUARTERS MATRIX

Objective #1: Increase the capacity of Mercy Corps to develop, implement, monitor and evaluate quality civil society initiatives and interventions

Indicator	Target	Major Activities/Results
% of activities outlined in Matching Grant implemented according to DIP	90% of activities	Achieved
% of new proposals which incorporate civil society interventions	75% of all new proposals	Achieved
# of on-gong projects which receive technical assistance or feedback regarding Civil Society interventions	3 on-going (non grant) projects	HQ staff report TA provided in Georgia, New York, Liberia, Guatemala, etc.
# of projects which are able to monitor and evaluate civil society interventions	4 MG country projects	Achieved
# of projects which have sustainability plans related to civil society interventions	4 sustainability plans	MC-T developed <i>Ishtotok</i> program which continues MG subgrant program using USDA funds; MC-PAG worked with <i>patronatos</i> to negotiate for local gov't funds for community development projects MC-I developed model for retaining CS program and program staff

Headquarters/page 2

Objective #2: Increase the amount and diversity of funding for Mercy Corps civil society program in Honduras, Nicaragua, Tajikistan, Indonesia as well as in other Mercy Corps countries

Indicator	Target	Major Activities/Results
# of new civil society proposals submitted and funded from USG and non-USG sources	3 projects submitted	52.4% of new MC proposals in year 1 of MG included CS interventions ⁹ Indonesia Maluku Program received OFDA and OTI funding for project activities; proposals submitted to AusAid and UNDP for additional funds
# of new civil society proposals submitted to private & foundations	4 projects submitted	CSP Honduras and Nicaragua approved by Thorn Corporation and SG Foundation; Nicaragua Democracy Festival funded by individual private donors; CSP Pakistan funded by Princess Di foundation; Honduras Women's CSP partially funded by Tear Fund UK; Tajikistan micro-credit advocacy project funded by UNIFEM
# of sources researched and contacted	matrix of sources developed	Data base developed; a MC foundation director hired; matrix developed

⁹ Venezuela CSP approved by USAID/OFDA; CSP Georgia approved by USAID; Honduras Cross-Cutting project approved by USAID; Pakistan capacity building proposal submitted to PRM; Indonesia/Ambon project approved by OFDA

55 --

Objective #3: Test, refine, improve and disseminate Mercy Corps' Civil Society Toolbox

Indicator	Target	Major Activities/Results
Toolbox finalized and disseminated	Toolbox is useful and appropriate	Original tools were not useful; HQ developed ASSETS, ongoing DM&E activity (pilot); new CS training; other tools continuously in development.

Objective #4: Increase Mercy Corps' institutional capacity and learning about the integration of civil society in development

Indicator	Target	Major Activities/Results
# of staff who participate in exchange visits for civil society	1 staff member from each MG country	3 out of 4 staff exchanges completed
# staff who participate in Mercy Corps Civil Society forum	40 staff participate	111 MC staff participating in Forum.
# bridging the Gap News letters published	5 published	Name changed to "The Bridge" – published quarterly during MG period
# of Civil Society case studies or methodologies written up and shared	1 study	"Civil Society at Mercy Corps/A Case Study on the Institutionalization of a Concept."
# Civil Society team mtgs or conferences organized by MC	1 conference	Civil Society Conference held in Istanbul, Turkey for MC staff
# of times presentation used	presentation developed	Civil Society Framework presentation developed and used for regular orientation

Appendix B: Resources List

- Grant Proposal *Building Civil Society in Times of Turmoil*; December 1998
- Headquarters Materials for Mercy Corps International's Civil Society Matching Grant
- Detailed Implementation Plans (DIPs): March 17, 2000; August 30, 2000;
- First Year Annual Report, December 2000
- Second Year Annual Report, November 2001
- Civil Society at Mercy Corps: A Case Study on the Institutionalization of a Concept
- Civil Society: A Foundation for Sustainable Economic Development; Coalition for Christian Colleges & Universities, Mercy Corps International (USAID funded); August 1998
- Compendium of Civil Society Activities/Draft; June 1999
- Civil Society Basic Training Manual/Draft; March 1999
- ASSETS (Assessment Tool)
- Civil Society In-House Survey; 1998
- Civil Society Rapid Assessment/Draft; June 1999
- Monitoring & Evaluation (M&E) Guidelines
- Mercy Corps International Board Reports-Civil Society (Apr 2001; Sep 2001; Jan 2002; Apr 2002; Sep 2002)
- Mercy Corps 2001 Annual Report
- Mercy Corps' Power Point presentation to USAID from mid-term evaluation progress report to USAID, April 2001
- Copies of The Bridge, civil society newsletters (3rd Qtr 2001; 1st Qtr 2002; 2nd Qtr 2002;
- Civil Society Capacity Statement
- Bibliography of Civil Society Resources at Headquarters
- Draft: Platform for Action: Inclusion Building Blocks Toward Community Vitality
- Istanbul Conference Report: Strategies for More Effective Programs; Istanbul, Turkey; June 2002
- Internal evaluations of Honduras and Nicaragua programs
- Financial Reports/Budgets
- Evaluation of the Mercy Corps portfolio of programs in Tajikistan, June 2002; Carlos Torres
- Draft case studies: *A Participatory Approach to Humanitarian Aid and Development: A Review of the Impact of Participatory Practices on Mercy Corps Tajikistan* (Alexander Gupman, Summer 2001); *Participatory Humanitarianism – The Partner Approach: Case Study of Dilsuz, The Association of People with Disabilities in Tajikistan* (Alexander Gupman, Summer 2001)
- Tajikistan Gender Policy
- Tajikistan M&E Plan
- Sub Grant award selection criteria document
- Two Case Studies: *Maluku Case Study: Integrating Relief, Recovery and Civil Society Principles* (Anna Young, August 2002); *Mercy Corps and the Jakarta Flood (final draft)* (Civil Society Team, 2002)
- NGO Assessment Report: Indonesia; March 2002

Appendix B/page 2

- Internal proposal: continuation of CSP team
- Quarterly Reports-Nicaragua (Jan-Apr 2001; Jun 2001)
- Philip Walsh's Consultation in Nicaragua; July 2001
- Central Sulawesi Conflict Affected Areas Quick Impact GRants Program Report; November 30, 2002
- Communal Violence in Poso, Central Sulawesi, Lorraine V. Aragon; October 2001
- Indonesia Monthly Reports (Nov 2002; Dec 2002; Sulawesi Tengah, Nov 2002, Dec 2002;
- Civil Society Discussion with the Water and Sanitation Team (Indonesia); August 2001
- Trip Report-Central Sulawesi: Palu, Poso and Tentena; Chris Hyslop; April 2001
- Activity Report-Workshop on Gender (Indonesia); November 2001
- Indonesia M&E Plan
- Honduras 2001 Annual Report
- Honduras Civil Society Program Report (Jan-Apr 2001; Jun 2001)

Appendix C: List of Interviewees¹

Tajikistan

Dilsuz Headquarter's staff:

Chair, HQ, Abdukarim Rahimov

Deputy Chair, HQ, Esanboi Vohidov

Assistant, HQ, Saida

Chair, Leninsky District, Huseinov Djamol

Chair, Garm District, Abdualimov Muhibjan

Chair, Vose District, Ahmadov Saioh

Chair, Yovon branch, Elbegier Umarkhon

Chair, Hissor branch, Rahmonov Nematullo

Chair, Lenin branch, Huseinov Jamol

Chair, Tursun-Zade branch, Murodov Zokir

Chair, Kurgan-Tube city branch, Bobojonov Abdusamad

Dilsuz beneficiaries (HQ meeting):

Sanam

Tamilya

Nodira

Gulya

Saida

Dilsuz – Garm branch

Abduolimov Mukibjon, group manager/chair of disabled people

Mahmodnozor Gafforov, group manager, Rasht

Saidmumin Toshripov, beneficiary

Amridin Gadoev, group member

Vajhdin Naimov, group member

Muhidin Naimov, volunteer

Asadullo Fathulloev, volunteer

Tolib Kholikov, volunteer

Chaihona working group

Ahliddin Shomurodov, Sugd Oblast

Abdulazzok Abduholikov, group member

Rajabqul Nazarova, group member (Tajik)

Safarali Goziev, beneficiary *

Mirzorahim Mirzoaminov, group member

Ahtam Kurbonov, group member

Shuhrat Yahyoev, group member

Juraqul Nurov, beneficiary *

¹ Names of one or more interviewees may be missing from list.

Zubaidullo Junaidov, beneficiary *
Lubat Halilova, beneficiary (Tajik)
Matluba Sohibova, beneficiary (Uzbek)
(*self identified as part of the "gypsy group")

Citizen Group, Sarigosh Village, Darband District:

Mukorroma Nasrulloeva, group manager
Bargigul Ziyoeva, group member/teacher
Arabgul Jomieva, mother
Musollom Amonova, mother
Shomigul Amirshoeva, mother
Shamigul Nabotova, mother
Sharifa Akoeva, mother

NABW Meeting, Dushanbe

Shamsiddin Gulov, Finance Mgr
Geinot Maksudov, Trainer /credit specialist
Muhoklet Firnazorova, head of education department
Zoinab Naborova, supervisor
Mofouzo Aobzalieva, credit specialist
Sanobar Kurbanova, credit officer
Nigina Asrorova, project coordinator, Jr. Achievement
Eryoshevo Nazire, beneficiary/credit
Yusupovo Istodoi, beneficiary/credit
Taborova Savriya, beneficiary/credit
Hamidov Imoomoli, beneficiary/credit
Olimova Dovlolbi, beneficiary/credit
Juraevo Muhohbat, beneficiary/credit
Saidova Ziyado, beneficiary/credit

MC-T CS Team Meeting

Maisara Otambekova, Sr. Health Program Mgr
Larisa Gvasalia, Translator/Interpreter
Behruz Djanobilov, Nat'l Staff Admin Mgr
Sami Naimov, Supervisor, Seed Distribution, Ag Program
Rayesh Chaudary, Management Information System Mgr
Zaidullo Junaidov, Nat'l Ag Project Mgr
Bev Koski, Director of Programs*
Nurbi Amonova,
Scott Sherman, Financial Officer*
Anvar Samadho, Driver
Gulsura Tairova, *Ishtorok* program
Kostya Kevorkov, *Ishtorok*, program
Abdul Gafu Kadirov, *Ishtorok* program
Zarrina Bobohojieva, Administration
Gary Burniske, Country Director*

Dvlatmo Usufbekova, CS Associate*

*MC-T one-on-one meetings

Bryony Martin, CS Program Mgr

Darya Bournasheva, former CS Associate, currently *Ishtorok* Program Mgr

Rasht Valley Citizens Group

Hurinisso Gafforzoda, group manager (chairman of a women's rights local NGO², she is a trainer by profession, and an author of books on political prose.)

Abdullo Vazirov, group member (surgeon and Chief of the Department of Garm district hospital; is a trainer and expert on drug addiction issues and conflict resolution)

Davlatpocho Mirzoeva, group member (Deputy Chair of the Rasht district with work experience in gender issues and human rights)

Gafforov Mahmadvazar, group member (an economist, is a trainer on civil society with certificates from international organizations on democratization of society and entrepreneurship)

Donish citizens group

Firuz Masieva, first group leader (civil engineer)

Nazar Yunusov (chairman of *mahalla* council, teacher)

Fotima Sharipova (retired teacher, principal at secondary school #59)

Salom Saidov (teacher, recently promoted to district administrator in the department of education)

Manija Berdova (biologist)

Rukhson Dehoti (stay-at-home mother, volunteer)

MC-Headquarters (Portland, OR)

CSP Staff: Mara Galaty, Sarah Buckley

Ells Culver, Sr. VP and co-founder

Robert Zeske, Program Officer for Design, Monitoring and Evaluation Framework

Graham Craft, Sr. Program Office for New Initiatives

Shannon Alexander, Sr. Program Officer for New Program Initiatives

² The NGO, *Oshtii milli*, with offices in Garm, Jirgatal, Hissar, and Pyanj, was registered with the ROT's Ministry of Justice in July 1999 to promote women's rights in civil society building.

Lynn Renken, former program officer for Central and South Asia, currently Sr. Program Officer, South Asia

Nick MacDonald, Program Officer for Central Asia

Krishna Sob, Sr. Program Officer for Caucasus and Middle East

Hayley Hawes, Assts Program Officer for South Asia

Jodie Hulti, Asst Program Officer

Najia Hyder, Asst Program Officer for the Balkans

Neal Keny-Guyer, CEO

Mark Ferdig, Program Officer for Indonesia, Africa, Mongolia

Kati Moseley, Health Program Officer

Tom Ewert, Director of Food Resources

Stephan Claborne, Director of Operations, Caucasus, Middle East, Balkans

Digital Librarian

Kim Johnston, Director of Operatoins, Asia, Latin America, Africa, Russia

Interns: Jason

Nicaragua

PAGJINO

Warren Armstrong, Executive Director (expat)

Jim Patterson, former ED (by email)

Chilolo Garcia, Board member, representative to JCSN

Miguel Arroliga, fiscal officer

Carlos Garcia, Board member, coordinator/black bean project

JCSN

Miguel Victorino, volunteer coordinator

Martha Y. Zebedoh (president, Cooperacion Nicaraguense de apayo agropecuario y transferencio technologic)

Georgina Lopez Rodrigues (AMNLAE Jinotega Casa Materna; Comision de Participacion Ciudadana)
Rita Mackinchi (director, La Cucamelca)

Office of the Mayor

Dr. Jairo Antonio Fajardo Lopez, Alcalde Municipal
Maria _____, Staff

Indonesia

Subgrantees

Neksi Triwidiyanti (program manager, Alisa Kadijah)*
Hadiyah (Alisa Kadijah)
Bambong Rustanto (program coordinator, YPM Kesuma)*
Inge Andriani (assistant program coordinator, YPM Kesuma)
BMT Ibadurrahman*
AIPUKAMA (Association of micro finance* organizations)
Andy Ikson Arian, Peramu
Muctar Bahar, chair, Lembaga Pengkajian Pengembangam Sosial Dan Ekonomi
(Institute of Economic, Social Studies and Development)
Karim, Riche, Asep Gungunan, Emi Sri Sundavi, SMT

*micro finance programs

Transitional Activities Program (TAP)

Muaru Baru project participants

MC-I Ambon Office (by phone and faxed questionnaire)

Shelly Mieke Pattipeiluhu, Deputy Program Manager

MC-I Palu Office

Peter Stevenson, Program Manager*
Roy Brennan, WATSAN Specialist*
Agustina Lamaligi, Program Assistant
Lydia Riyanti Manganti, Finance & Admin Officer
Turmizzi, Translator

*also serves office in Polo

MC-I Polo Office

Suhirman Candra, Program Coordinator

Zaenab Badudu, Program Assistant
Agung Surya Meranga, Program Assistant
Adriansyah Malik, Program Assistant
Victor Sigilipu, Program Assistant

MC-I Poso Partners & Beneficiaries (by organization)

Yayasan BKM (Tentena)
Biasreka (Poso)
Yayasan Dian Wacana (Tentena)
Yayasan Sohabat Nuram (Poso)
Yayasan Tanah Poso (Poso)
YPM GKST (Tentena)

note: Tentena is considered a Christian area; Poso a Muslim area. "yayasan" is Bahasa equivalent for NGO.

USAID/Jakarta

Tom Hensleigh, Country Director
Penny Anderson, Food Project Manager
Cathy Rothenberger, Director of Programs
Owais Parray, Grants Project Manager
Anna Suzanna, For For Work Coordinator
Rini Widyastuti Palupy, IF/MCH Program Officer
Eryln Shukmadewi, Sr. Micro Finance Specialist
Grace Retnowati, Micro Finance Officer
M. Ichsan Nurbudi, BDS Program Officer (former CS officer)
Mahfirlana Mashadi, Civil Society Program Officer
Rafli S. Sos, Asst CS Program Officer

Peter Morrison (former expat CS Program Manager)

Honduras

Patronatos

Jorge Luis Agilera (*patronato*)
Alonso Portillo Zuniga (*patronato* president)
Jose Domingo Bueso (*Asociacion de Patronato Ajos de Agua*)
Gerardo Clavasevin (*patronato* president)
Enrique Castellenos Mejia (*patronato* assn pres)
Hector Castoz (president, *asociacion patronatos Taulabe comayagua*)
Alonso Portillo Zuniga (former *patronatos* assn president)
Luis Garcia Aleman (former *patronatos* assn vice pres)
Alba Marino Mozquez (*patronato* president)

Maria Angela Morales (*patronato* president)
Antonia Alvarado (*patronato* president)
Ebia Cardona (*patronato* president)
Blasina Peralta (*patronato* president)
Ala Luz Leiva (*patronato* treasurer)

Women's Patronato Group³

Maria Florita De La O
Lucia Rivas
Miriam Rivas
Marai Angelina Diaz
Maria Christina Bautista
Pricia Hernandez

Office of the Mayor

Dagoberto Cortes Padilla, Mayor
Members of the Municipal Council

FOPRIDEH (Federacion de Organizaciones para el Desarrollo de Honduras)⁴

Daniel _____, attorney, full time staff member

PAG

Frank Ayala (current CS officer in Siguatepeque, PAG)
Carlos Soto, PAG staff (former MG coordinator)
Demetrio Martinez (director do operaciones)⁵
Chet Thomas (Executive Director)
Dr. Joel Duron, Child Survival Coordinator

Guido Martinez Vaca (translator—mother is active in volunteer community, father is director of private hospital)

USAID/Jakarta

Glen Pearce-Oroz

³ See Appendix ____: Success Stories-Honduras

⁴ See Appendix ____ for informational handout (in Spanish).

⁵ His employment with PAG ends at beginning of 2003 due to budget constraints; he will be retained as a "consultant" on an as-needed basis.

Appendix D

Representational List of Training

- Introduction to Mercy Corps' Civil Society Framework
- Strategic Plans/Annual Plans
- How to Develop a Business Plan/Communication Plan/Marketing Plan
- Technology of Participation
- Monitoring & Evaluation
- Proposal Writing
- Gender Equality/Gender Issues
- Conducting a Survey



Ishtirok
Grants for the Support of Civil Society in Tajikistan

Appendix E-Description of Ishtirok Program

What are the Ishtirok goal and objectives?

Goal:

Build a community responsive to the needs of ordinary people.

Objective 1:

To create opportunities for citizens to participate in decisions that affect their lives.

Objective 2:

To promote a culture of transparency and rule of law, in which citizens are able to hold leaders accountable for their actions.

Objective 3:

To support the process of peaceful change and the promotion of tolerance, human rights and appreciation of diversity.

What types of projects will Ishtirok support?

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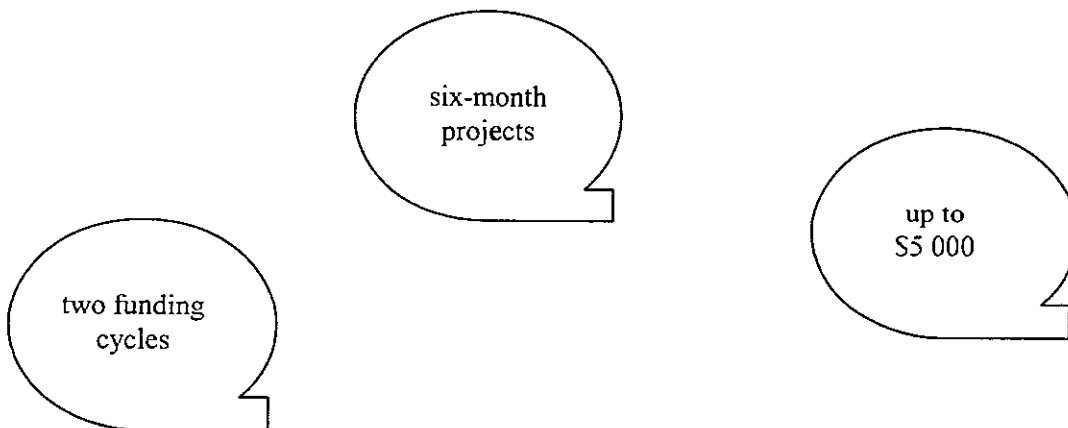
Projects that contribute to:	Some examples:		
⇒ Increased public awareness, citizen expression and citizen influence	projects that increase awareness of people about economic, social, and political rights	legal education and aid – for women and children	spread the word through media
	civil society web site	drug awareness and prevention	
⇒ Improved quality of life through economic development and business education	education on economic issues and marketing		economic development
	projects that improve standards of living	business development to create jobs	
⇒ Enhanced tolerance, mutual understanding and peace building	.conflict resolution	understanding of diversity	
	disco: free for all in the regions (at the village level)	inter-ethnic discussion (round tables, exchange programs, etc)	
⇒ Improved opportunities for educational and cultural growth of children and youth	advanced education in computer skills	children activities (team work after school)	new teaching methods and programs at schools
	support for schools with materials and teachers' training	cultural development of children and youth (outside of school)	
⇒ Strengthened partnership between citizens, government and private sector for increased communication and government accountability	increasing government accountability	government, NGOs and community organizations working together	
	citizen participation in government decision-making		

Note: The above examples (on the right side of the table) are just ideas for orientation of interested groups. Mercy Corps does not expect from groups to submit project proposals that reflect specifically these ideas.

Who can apply?

- NGOs from all regions of Tajikistan – big, small, new and old.
- Informal (unregistered) citizen groups with interested members and a chairperson.
- Private sector groups interested in non-profit work.
- Media groups.

Ishtirok will support:



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How to Apply?

✍ Project proposals will be solicited in two cycles that will be announced in November 2001 and January 2002.

✍ Each cycle will support six-month projects in five topic areas with grants up to \$5 000.

Event	1st cycle ↓	2nd cycle ↓	Place and contact
Public announcement of Ishtirok	November 1, 2001	January 1, 2002	Newspapers, radio, International organizations and national NGOs
Deadline for applications	November 30, 2001	January 31, 2002	Mercy Corps offices: Dushanbe, Khujand, Garm, Shaartuz
Selection process – two stages	Mercy Corps selection committee – by December 15, 2001. Expanded selection committee – by December 31, 2002	Mercy Corps selection – by February 15, 2002 International Selection Panel – by February 28, 2002	Mercy Corps Dushanbe Mercy Corps Dushanbe
Announcement of final results	By January 15, 2002	March 15, 2002	Mercy Corps offices
Technical assistance to the selected groups for the design of a detailed action plan	February 2001	April 2002	Mercy Corps offices or the premises of the supported groups
Grants award	March 2002	May 2002	Mercy Corps offices
Project implementation, monitoring of progress, and evaluation of results	March – September 2002	May – November 2002	Projects' location

All groups interested in applying, are invited to submit the following documents:

1. Project proposal summary form (see page 5);
2. Project proposal (see page 6);
3. Budget form (see page 7).



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Project Proposal: # _____

Submission Date: _____

Project Proposal Summary Form

1. Applicant Group: _____

2. Group Leader: _____

3. Group members: _____

4. When the group was established: _____

5. Applicant's address: _____

6. Contact information:

tel: _____

e-mail: _____

fax: _____

7. Project Name: _____

8. Topic area: (please underline)

- Increased public awareness, citizen expression and citizen influence
- Improved quality of life through economic development and business education
- Enhanced tolerance, mutual understanding and peace building
- Improved opportunities for educational and cultural growth of children and youth
- Strengthened partnership between citizens, government and private sector for increased communication and government accountability

9. Total budget: _____

• from Mercy Corps: _____

• from the group: _____

Project proposal

Suggested Design

1. PROJECT OVERVIEW

- a) What is the need, problem or opportunity that your project will address?

Need, problem, or opportunity: description

- b) What are the different aspects, causes, and effects of this need, problem or opportunity?

Aspects, causes, and effects: description

- c) What kind of specific information has the group collected on this need, problem or opportunity?

Specific information: data

2. PROJECT GOAL AND OBJECTIVES

- a) What change do you want to achieve through your project? What is your project goal?

Goal: statement

- b) What specific objectives will help you achieve your goal?

Objectives: statement

3. PROJECT ACTIVITIES

Activity	Timeline	Participants
List only main activities.		

4. PROJECT RESULTS

- a) What will be some specific results or products of the project?

Specific results: list

- b) How are the results of your project related to the Ishtirok goal and objectives (see page 1)?

Relation to Ishtirok goal and objectives:

4. PROJECT EVALUATION

What indicators for success are you going to use to evaluate the results of your project?

Indicators for success: list

5. PROJECT LEADERS

Who will be the project leaders? Provide a one-paragraph resume for each of them, describing their experience, skills or knowledge that they want to contribute to the project.

Name: _____ **Experience, skills, knowledge:** list

6. PROJECT SUSTAINABILITY


How will your project continue after this grant is over?

Continuing the project after the grant: description

Ishtirok
Grants for the Support of Civil Society in Tajikistan

Budget form

#	Item	Quantity (units)	Estimated cost (in Somoni)	Requested from Mercy Corps	Contribution from the group	Total
1	Monthly expenses for project leaders					
2	Supplies					
3	Equipment					
4	Rental					
5	Publications					
6	Travel					
7	Communication					
8	Other					
<i><u>TOTAL:</u></i>						

 Please, give a brief explanation of each budget line, as well as a description of the contribution of your contribution (source, availability, etc) on a separate sheet.

**Scoring points for evaluation of project proposals
with a matching component (contribution from the group):**

25 points	matching all of the amount requested from Mercy Corps
15 points	matching 50% of the requested amount
10 points	matching 20 % of the requested amount
5 points	matching 10% of requested amount

Examples of contributions from the group:

- ❖ The group members or the community pay for the rent of a schoolroom to hold a workshop.
- ❖ The group members cover part of their daily expenses themselves.
- ❖ A volunteer designs the project newsletter.
- ❖ The group has funding from other donors that will complement the activities of this project.

How will Mercy Corps select projects?

- ⌘ **Mercy Corps selection committee:** the staff and the manager of Ishtirok will short-list project proposals for further consideration.

- ⌘ **Expanded selection committee:** the project proposals, short-listed by Mercy Corps, will be considered by an expanded committee, which will make the final selection of projects for support. Members of the expanded committee (preliminary list):
 - Manager of Ishtirok, Mercy Corps
 - Country Director, Mercy Corps
 - Civil Society Project Manager, Mercy Corps
 - A representative of a national NGO
 - A representative of the Tajik government
 - Two representatives of international organizations

- ⌘ **Announcement of results:** after each selection stage, Mercy Corps will make a public announcement of results, including the scoring of each considered project.

What are the selection criteria?

The two selection committees will use the following set of criteria and evaluation points:

Criteria	Evaluation points	Notes
1. Orientation towards Ishtirok goal and objectives	10 max.	Is the project oriented to the Ishtirok goal and objectives (see page 1)?
2. Participatory project design	10 max.	Is the project design participatory? What is the evidence of a participatory project design?
3. Clarity of project overview	10 max.	Is the need, problem or opportunity described clearly?
5. Clarity of goal and objectives	10 max	Are the project goal and objectives clear?
6. Correlation between objectives and activities	10 max.	Can the activities contribute to the achievement of the project objectives?
7. Correlation between budget and activities	10 max.	Does the budget reflect the activities? Is the budget cost-effective and reasonable?
8. Matching	20 points 15 points 10 points 5 points	For matching all of the requested amount Matching 50% of requested amount Matching 20 % of requested amount Matching 10% of requested amount
9. Involvement of citizens, government or the private sector	5 max.	Are citizens, government or private sector involved in project implementation?
10. Equal opportunities for men and women	5 max.	Does the project promote equal opportunities for men and women, including project leadership and implementation?
11. Sustainability	5 max.	Can the project continue after the ending of the grant? How it will continue?
12. Overall impression	5 max.	Presentation, style and spirit of the proposal.
TOTAL:	100 max	

What will be the relationship between Mercy Corps and the supported groups?

- ✿ The relationship between Mercy Corps and the supported groups will be guided by the three civil society principles: *participation*, *accountability*, and *peaceful change*.

What technical assistance will Mercy Corps provide?

- ✿ Each supported group will work with one Ishtirok team member who will provide technical assistance to the group for:
 - development of the detailed Action Plan of the project;
 - communication between the group and other groups working in the same topic area;
 - project implementation;
 - identification of the training and information needs of the group;
 - monitoring and evaluation of the project results.

- ✿ The technical assistance for the development of the detailed project Action Plan will include:
 - participatory needs assessment,
 - action planning,
 - monitoring and evaluation plan,
 - team building.

The technical assistance will use the Technology of Participation (ToP) methodology.

What is the accountability system?

- ✓ **Selection of proposals:** every project proposal submitted to Mercy Corps will be evaluated according to the selection criteria on page 9. The applicants will receive information about the quantitative results of the evaluation of their proposal. If applicants are interested in receiving qualitative information regarding the scoring of their proposal, they are welcome to contact Mercy Corps staff and schedule an appointment for discussion.
- ✓ **Action Plan:** The groups selected for support will receive funding after they develop a detailed Action Plan with technical assistance from Mercy Corps staff.
- ✓ **Agreement:** Groups will receive project funding upon signing of an agreement with Mercy Corps, which will define the financial and programmatic responsibilities of the two partners.
- ✓ **Monitoring:** Mercy Corps staff will work in partnership with the supported groups to monitor the project progress, according to the monitoring schedule of the detailed Action Plan.
- ✓ **Final evaluation:** Mercy Corps staff will work in partnership with the supported group to evaluate the project results during the 6th month of the project implementation, according to the evaluation plan of the detailed Action Plan.

How will Mercy Corps evaluate the results of the Ishtirok?

Goal: Build a community responsive to the needs of ordinary people.

Indicators for success:

- Number and amount of grants given.
- Geographical spread of Ishtirok.
- Sustainability of projects measured by groups' financial contribution.
- Number of project participants
- Outputs that give evidence of social change.

Objective 1: To create opportunities for citizens to participate in decisions that affect their lives.

- Project outputs that create opportunities for citizens to participate in decision-making.
- Evidence of improved communication and cooperation between citizens and government.

Objective 2: To promote a culture of transparency and rule of law in which citizens are able to hold leaders responsible for their actions.

- Project outputs promoting culture of transparency and rule of law.
- Evidence of increased government awareness on accountability.

Objective 3:

To support the process of peaceful change and the promotion of tolerance, human rights and appreciation of diversity.

- Project outputs promoting peaceful change, tolerance, human rights and diversity.
- Evidence for higher level of tolerance and appreciation of diversity.



Appendix G: MC-T Gender Policy

Mercy Corps Tajikistan Gender Policy

This document was designed by Mercy Corps staff from all programs and departments including Dushanbe, Khujand and Shaartuz:

Civil Society Program, Health Program, Grants and Credits Program, Free-Food Distribution Program, Micro Credit Program, Water & Sanitation Program, Skills Training and Credit Program, ICA Project, Finance Department, Administration Department,

**Kairakum
4th to 8th August 2001**

**Policy Goal:
To support the achievement of equality of men and women in the internal and external activities of Mercy Corps.**

Explanatory note: Internal activity = activities, processes and relationships within the Mercy Corps organizational team

External activity = activities, processes and relationships between Mercy Corps and external groups: partners, beneficiaries, suppliers, vendors and donors.

Principles

- 1. Equality means equal opportunities and choices for men and women:** Mercy Corps strives to achieve equality, not necessarily quantitative equality (example: staff numbers 50 men to 50 women), but rather access to equal opportunities and choices.
- 2. The Gender Policy considers cultural, national, ethnic, religious and age differences:**
 - Mercy Corps/Tajikistan is an organization of people from different nations, cultures, ethnic, religious and age groups. Mercy Corps will not allow any form of discrimination on the basis of the above differences towards either men or women.
 - No one of the above groups will impose its gender concepts and understanding on others.
- 3. Mercy Corps will respect the anti-harassment policy of Mercy Corps Portland:** Sexual harassment includes, but is not limited to, sexual suggestions, requests for sexual favors and other verbal or physical conduct of a sexual nature (see anti-harassment Policy). Mercy Corps will not tolerate behavior that could be viewed as harassment to men and women, including staff, beneficiaries, partners, clients, vendors and donors.
- 4. Mercy Corps will not tolerate sexual harassment or discrimination within other external groups:** Mercy Corps will set a good example and will challenge harassment and discrimination within partners and other external groups. Responses include but are not limited to : providing training and gender sensitization and withdrawing support and/or custom.
- 5. Mercy Corps will not allow any form of discrimination and harassment towards Mercy Corps staff, partners, clients, and beneficiaries – men or women and sexual minorities from both sexes:** Discrimination and harassment include but are not limited to: derogatory jokes, names and remarks.
- 6. Mercy Corps supports equal participation in decision making process:** Men and women at Mercy Corps will have equal rights and opportunities of participation in decision making process.

Programs and Projects

In design and implementation of projects and programs, Mercy Corps will encourage projects that have a positive impact on women in the community.

Recognizing that women in Tajikistan have fewer opportunities than men, and in order to achieve gender equality in Tajik society, Mercy Corps chooses to implement or support projects oriented to women's involvement. This includes:

- Involving women in program design, implementation and the decision making process;
- Creating opportunities for women to develop and apply their skills
- Encouraging collaboration between men and women internally within projects and programs.

Administration/ Management

1. Hiring staff with Mercy Corps

Mercy Corps will hire staff based on the selection criteria for the position and gender cannot be among the criteria. In the process of hiring staff, experience and professionalism of a person only will be considered.

2. Salary

Mercy Corps pays equal salary to men and women for the same position.

3. Professional Development

Mercy Corps will give equal opportunities to men and women to develop their professional skills through training, workshops, round tables, etc.

4. Maternity Leave

After one year of continuous employment, Mercy Corps provides maternity leave in compliance with the current laws of the Government of the Republic of Tajikistan. An employee has to use up their unused, accrued sick and vacation time as part of the maternity leave benefit.

5. Discrimination

Mercy Corps will not allow-discrimination on the basis of gender and age as well as sexual orientation in any of the following administration processes: employment, dismissal, promotion, and participation in training and access to equal opportunities.

6. Harassment

- Mercy Corps is an organisation free from sexual harassment including:
 - Verbal
 - Non-verbal
 - Physical
- Incidents should be reported to immediate supervisor, administrator, Country Director, Head quarters, Portland
- Management will investigate and evaluate the situation. Disciplinary action to include discharge and legal action if necessary.

Commitment

- Each Mercy Corps employee is committed to following these principles while performing his/her duties
- Managers of programs, projects and departments will monitor the adherence to the Gender Policy.
- The Country Director has overall responsibility for the implementation of the Gender Policy.

Appendix G: TOP Workshop Information

Civil Society Program

Strategic Planning and Organizational Structure Scope of Work

Objective

Training, consulting and technical assistance (short-term) for the development of Strategic Plans and Organizational Structure for two NGOs in Tajikistan: the Association of Business Women and the Dilsuz Association of People with Disabilities.

Background

Mercy Corps is an American nonprofit organization that exists to alleviate suffering, poverty and oppression by helping people build secure, productive and just communities. Mercy Corps' strategic approach is based on a commitment to innovation, partnerships and investment in local capacity. Since 1979, Mercy Corps International has provided emergency relief and implemented long-term development programs in over 60 countries.

Since it entered Tajikistan in 1994, Mercy Corps has implemented a program that ranges from immediate humanitarian assistance to development-focused activities. From free food distribution for people with disabilities to small credit for women business groups and individual entrepreneurs, Mercy Corps programs assist people in Tajikistan during the times of social and economic turmoil after the Civil War of the 90's.

The Civil Society program of Mercy Corps in Tajikistan started this year and is dedicated to the "*building of a peaceful and productive Tajikistan through civil society initiatives*". The program is part of a U.S. Agency for International Development grant awarded to Mercy Corps for four countries: Tajikistan, Indonesia, Honduras and Nicaragua. In each country, Mercy Corps implements the program in partnership with local NGOs. In Tajikistan, main program partners are the Association of Business Women (ABW) and the Dilsuz Association of People with Disabilities.

The first objective of the Civil Society Program in Tajikistan is the institutional strengthening of the partners, ABW and Dilsuz:

Objective:

To raise the impact and sustainability of two civil society organizations in Tajikistan: the Association of Business Women and the Dilsuz Association of People with Disabilities.

The first step in this process is the facilitation of a process of strategic reflection and planning that will result in the development of strategic plans and a vision on the national structure of ABW and Dilsuz. This Scope of Work describes in detail the consulting services that Mercy Corps needs to employ in order to assist ABW and Dilsuz in their strategic planning process. The training provided by the consultant to the partners will be also used as a learning opportunity for Mercy Corps staff.

Clients

Association of Business Women (ABW)

ABW is an experienced NGO dedicated to the provision of useful services to the women of Tajikistan, including business training, credit, health care and counseling. ABW is also involved in continuous research on issues affecting women such as domestic violence and suicide. ABW has also implemented the Junior Achievement program to help young people develop business skills in schools. Recently, ABW expanded its presence out of Khujand in the north (where it began), to Dushanbe and Shaartuz in the far southern regions of Tajikistan. ABW is led by a dynamic woman director who, together with her staff and board, have created and implemented a vision of providing quality services to women in Tajikistan. The challenge for the organization at the moment is how to expand effectively to become a national organization with clear program focus, sustainable resources and a strong team.

Dilsuz Association of People With Disabilities

Dilsuz is an organization with a great deal of passion and concern for its constituents – the people with disabilities in Tajikistan. Dilsuz recently merged with two other organizations to create a nationwide association. Now Dilsuz estimates a membership of 42,000 people with disabilities. Disabilities range from war-related injuries, to industrial accidents to genetic and health-related problems. The mission of Dilsuz is “to work on finding solutions to the social and economic problems of the people with disabilities in Tajikistan.”

Dilsuz implements several activities that benefit its members. In Dushanbe it has a 22-hectare farm that provides food to people with disabilities, as well as Dilsuz with resources to operate. Eight of the 28 branches have land, between three and 50 hectares. Dilsuz distributes humanitarian assistance to its members: flour, cooking oil and rice. It is beginning to research an education project, and at the same time already started a job-training program in August 2000, funded by Counterpart Consortium in Dushanbe. The national expansion of Dilsuz is a serious challenge to the organization. Dilsuz is looking for help in building its capacity to provide services to its members.

Clients' Needs

Recently ABW and Dilsuz chose to expand their structure and became national NGOs with branches in different regions of Tajikistan. The national expansion of ABW and Dilsuz is a turning point in their history, presenting a wide range of opportunities, as well as threats. The expansion will be successful if the two organizations define clearly their strategy. The strategy will include a vision on:

- Role of the organization in the support of their constituency. People with disabilities and women in Tajikistan have a wide range of needs; Dilsuz and ABW can address only some of them. By taking a look at recent needs assessment information, the two organizations will evaluate the range of services they are providing and how they are meeting those needs. Dilsuz and ABW will compare their activities to those of other NGOs and institutions supporting the same constituency. They will discuss in-depth their advocacy role and how they want to develop it in the future. As a result, the two organizations need to identify their mission, objectives and priorities.
- Choice of core services and programs. ABW and Dilsuz need to choose a number of services that are directly related to the choice of organizational objectives and priorities. These are the services in which the two organizations have the highest delivery potential. ABW and Dilsuz will analyze each of their programs and determine their quality and the organizational capacity to sustain the programs.

- Both ABW and Dilsuz have income generating programs. Dilsuz is cultivating land and ABW is providing small credit to women groups and individual entrepreneurs. The two organizations will examine the actual financial performance of their income-generating programs, their potential as a resource generator (both for program and administration needs), and the social function that these programs fulfil.
- Development of programs. In addition to core services and programs, Dilsuz and ABW have to identify other services they would like to provide. The size and scope of non-core services and programs should be able to expand or contract, based on additional fund sources, without affecting the core operations and services.
- National structure. Currently, ABW does not have registration for its offices in Dushanbe and Shaartuz; legally they function as Mercy Corps programs. ABW has developed several options for its national structure and registration and needs help with the choice of the most appropriate one within the existing legal framework and limitations for microcredit activities. Issues related to management of the different branches, reporting mechanism, role of the Board will have to be clearly decided. At the same time, Dilsuz has 28 branches and relationship and the communication between them is still to be defined.

Consultant's Task



First step: Orientation and Preparation

The consultant will study the history of ABW and Dilsuz, their organizational capacity at the moment and the plans for their future development. The consultant will receive information from the following sources:

- ABW and Dilsuz beneficiaries;
- management and staff of ABW and Dilsuz;
- Civil Society Program Manager, Deliana Simeonova-Cook;
- Mercy Corps Country Director, Nathan Rabe.
- Mercy Corps microcredit managers: Stanley Mukkath, Parviz Dinarshoev and Lloyd McCormick;
- Mercy Corps monitors and field officers;
- Available documentation on ABW and Dilsuz.

The orientation stage will allow the consultant to acquire detailed information on Dilsuz and ABW and to prepare the training of the next step.



Second step: Training in Strategic Planning and Organizational Structure for the Leadership

The consultant will conduct a workshop for the leadership of ABW and Dilsuz, as well as for Mercy Corps staff. This will be a one or two-day workshop for a group of up to 15 participants from the three organizations: ABW, Dilsuz and Mercy Corps. The goal of the training is to provide the participants with knowledge and skills for the use of a strategic planning tool. The participation of Mercy Corps staff in the training is an opportunity for staff development that we would not like to miss.



Third Step: Design of Strategic Plans and Organizational Structure

The consultant will work individually with the leaders of ABW and Dilsuz to help them design a planning process that they will go through with their staff, board members and other relevant participants. The planning process will result in the design of the organizational Strategic Plan and Organizational Structure. The participation of staff and board members in the planning process will engender a sense of team spirit, common goals and ownership of the organization's ideals and programs.

The consultant and the organization leaders will work together as the team of facilitators of the planning process. The Strategic Planning process will consist of the following elements:

- training component on the use of the Strategic Planning tool for the staff and the board;
- series of facilitated discussions with the staff and the board;
- consultations outside the organization - with beneficiaries, NGOs, and other relevant groups, conducted by staff and board members.

The consultant will have a total of three weeks for the design and facilitation of the planning process of Dilsuz and ABW. How this time will be distributed between the two organizations will be determined in consultation with the partners and with the Civil Society Program Manager, Deliana Simeonova-Cook.



Fourth Step: Wrap Up and Recommendations

The consultant will prepare a report on the status in which he/she is leaving Dilsuz and ABW, and will specify recommendations on needs for further support from Mercy Corps.

Outputs

The work of the consultant will produce the following outputs:

- Strategic Plan and Organizational Structure of ABW;
- Strategic Plan and Organizational Structure of Dilsuz;
- Recommendations on needs for further support from Mercy Corps for Dilsuz and ABW.

Calendar of Activities

Week 1	First step: Orientation and Preparation
Week 2	Second step: Training in Strategic Planning and Organizational Structure for the Leadership
Week 3, 4, 5	Third Step: Design of Strategic Plans and Organizational Structure Fourth Step: Wrap up and Recommendations

Each week will have 5.5 working days, totaling 25 consulting days.

Qualifications

- Experience in delivery of training in Strategic Planning and Organizational Structure to non-profit organizations.
- Training of Trainers' experience.
- Experience in helping organizations develop Strategic Plans and Organizational Structure.
- Good facilitation and communication skills.
- Advantages: experience with Central Asian NGOs; Russian language; experience with NGO income-generating projects.

During the course of the consultancy, the consultant will work closely with Deliana Simeonova-Cook, Mercy Corps Civil Society Program Manager in Tajikistan. Mercy Corps will not release consultancy payment until all the specified outputs have been submitted (please see Outputs above).

Location

Tajikistan. The services will be performed mainly in Dushanbe – the capital city and in Khujand – a smaller city in Northern Tajikistan.

Appendix H

Translated Remarks for Returned Questionnaire from PAGJINO Board Members

Basadilio Isidoro Chavarria Davila (Treasurer): *"Aldea Global was at the beginning a project. But then it became an Association with the goal to become sustainable through the commercialization or trading of the products of the members of the Association and with other people. The principles of civil society has helped the functioning of PAGJINO."*

Jorge Javier Lopez Valdivia (Secretary): *"We have improved greatly in the last three years because we have included the topic of gender in the program that benefit all of the families in order to change the peoples lives as well as the knowledge to be able to benefit the farms and the families." "Because I live very far away from the city, I'm not always able to participate in the trainings organized in PAGJINO. The only ones I always attend are the ones that deal with board training, because then I have the responsibility to give those worksohps in the different communities where I work. I wish to receive more training to be able to share my knowledge with my peasants colleagues."*

Virginia Castro: *"We have made enormous advances in the organizational level. We give more services and client attention to our producers and also we give respond to the financial needs of the members of PAGJINO. My role has been as vocal and I participate with right to vote and to speak in the boards meeting. And I also coordinate a project."*

Julio Ramon Blandon Hernandez (President): *"PAGJINO has improved greatly in the last three years at the organizational, commercial and administrative levels."*

Jose Aristides Garcia Gutierrez: *"Our organization it's wide open to all of the sectors of society, government and sectorial. I think that this organization is indispensable particularly in Jinotega."*

Appendix I: Citizen Working Groups, Tajikistan

As part of the Matching Grant, MC-T developed and carried out a sub-grant program, "Citizen Initiatives for a Peaceful and Productive Tajikistan." Calls for proposals were placed in a variety of local media outlets, especially the print media. The CS team designed a selection process which included members from the international NGO community based in Tajikistan.

Citizen working groups received training and technical assistance during the proposal process and later during program implementation. Most training was provided in large multi-group sessions allowing participants an opportunity to network and share experiences while acquiring new skills and knowledge.

Training topics included group facilitation techniques, volunteer management, proposal writing, community mobilization, and participatory project planning and implementation. A 5-day workshop, "How to Collect Information" enabled individual group's ty to collect data on which to prepare proposals and plan program activities. All groups attending conducted surveys (needs assessments) which helped them to prioritize their activities in the MG program.

The following groups were personally visited and interviewed, with site visits to their program activities:

Chaihona

Background. Chaihona (or *chaihonut*) is a traditional system where elders meet over cups of tea to discuss and solve group problems and share information. This working group, led by Nafisa Yumisova, sought to resolve conflicts between ethnic groups in the village of Varzob¹, a few hours drive from the capitol city, Dushanbe. The group is informally known as the "teahouse group" or "gypsy group;" both labels provided by group members.

There had long been conflicts over resources and local government regulations in this village area between indigenous Tajiks, Uzbeks, and Gypsies.² The majority of the conflicts (frequent and ongoing in nature) were seldom resolved by local law enforcement agencies "in favor" of the Gypsy families, leading to resentment and suspicion among groups.

Chaihona member: "At the beginning Group members had some conflicts because we could not understand each other and our leader. Teahouse makde our team strong and involved people concerned to our Group. I think that thanks to Teahouse our Group became one of the strongest groups."

¹ Varzob has a current population just under 2,000: 10% Uzbeks, 30@ Gypsies, 5% Russians, Tartars, and Tajiks. 49% are men and 70% are unemployed.

² Although officially "Tajik" by passport issuance, clan traditions keep them separate and apart.

Civil Society Matching Grant. The Chaihona group is composed of equal numbers of Tajiks and Gypsies; all are men except for the group leader. Ms. Nafisa Yumisova had been contacted earlier to provide educational support to Gypsy children.³

The all male grouping was, at first, part of the original *chaihonut* tradition, but after a session on gender equity, women now feel free to approach the *Chaihona* directly and apparently do so as all beneficiaries identified were women.

The majority of the working group attended the training opportunities⁴ and participated in meetings with MC-T CS staff to review the program objectives and civil society principles; those who attended any training sessions reported they shared all information with all members of the group.

Group members voiced their appreciation for the lessons learned, especially “rights of all peoples and the need to work with each other to solve all kinds of problems” following the traditional *chaihonut* system.

Chaihona member: “[Civil Society] is the society where the citizens do not wait for the assistance outside. People in such society are aware of their problems and to solve them, they actively participate in activity of the society and are responsible back to the government and resolve problems peacefully.”

Outcome/Success. An example of applying lessons learned from MG training: There had been growing conflict between “newcomers” (mainly Gypsies and Uzbeks) and Tajik families who had lived in the village for generations over water resources. Communication and contact between groups was virtually nonexistent; groups did not acknowledge each other nor did they engage in the usual neighborhood interactions. The Tajiks did not want to “share” the water, fearing there would not be enough for all. The problem was brought to the *Chaihona* group who met to discuss the issue. A solution was arrived at – clean the river!

All groups were invited to participate, Gypsies, Uzbeks, Tajiks, others. And representatives from all groups worked together to clear and clean the river resulting in more than enough water for all to use.

Working together, the group announced, had other collateral benefits. Where before there was no interaction – i.e., no acknowledgment of weddings, funerals or other observances – Tajiks and Gypsies began to visit with each other, providing neighborly support when needed.

Another example: Previously, areas in the village were designated as either “Gypsy” or “Tajik.” Now, the villagers refer to areas as “Upper” or “Lower” avoiding ethnic

³ Ms. Yumisova is not from a Gypsy family, but she had previously worked independently on projects to support Gypsy groups.

⁴ Training covered, among other topics, conflict resolution, human rights, protection of disabled children, women’s rights.

descriptions. The older villagers found the new collaboration had a positive effect on the children, and relations between parents and teachers (another area of tension) had improved with more communication between the groups.

At a meeting of the group in Fall 2002, it was difficult to tell there had ever been communication problems between the ethnic groups.

Next Steps. The villagers continue to bring their problems and issues to the *Chahona* group and apparently abide by their pronouncements. The group has decided to continue beyond the MG. The group now has members who are also local government officials. News of their success has reached other villages, and the *Chaihona* group has provided information on setting up similar conflict resolution groups in other areas. (See Rasht working group below.)

Villagers are also working together on micro enterprise projects – traditional handicraft – as a means to achieve sustainability for the *Chaihona's* activities. Additional training in micro enterprise development would certainly support their efforts.

Rasht

Background. Named for the valley in which the members live, the Rasht group was formed to identify and collect information on the roots of conflict in their region. Their search for information, past and current, proved laborious as the region is quite remote.

Civil Society Matching Grant. The founding members of this group are highly educated and active in the community.⁵ With support from the MG program, the group organized meetings between the *mujaheddin*, the local population, and local government representatives (*hokumat*).

Outcomes/Success. These meetings provided a forum to discuss existing issues: un- and under employment and conflict between former commandos and *mujaheddin* as well as conflicts between other local groups, role of women, education for young people, relationships with local government entities and officials) and to provide training on civil society principles, entrepreneurship, farming, and tolerance (conflict resolution).

MG-sponsored training seminars and problem solving sessions were a part of these meetings. Topics included: "Finding the way to achieve tranquility and economic development," "Ways of further improvement of social and economic life," **"Practical measure to prevent conflict situations in the region,"** "Negative aspects of conflict," **"Conflict resolution in the family,"** **"Principals of the civil society,"** "Mutual understanding and economic progress." Members of the *Chaihona* group were invited to discuss their program of information collection and conflict resolution.

⁵ See Appendix ___ for list of members .

The group identified the following successes from their participation in the CS MG program:

- 55% of *mujaheddin* became involved in law and order entities; 12% became farmers
- 26 Kalashnikov guns, 1,000 bullets, 3 hand-mortars, and 3 pistols were voluntarily handed in
- 747 villagers received training in the basics of legal education
- Proposals submitted by two beneficiary groups to MC-T's *Ishtorok* program were funded
- Local government (*hokumat*) recognized group's activities and paid more attention to problems of *mujaheddin* and local communities
- *Mujaheddin* became active volunteers for the group's activities
- Group members found new employment, established a local NGO, or became trainers

They observed that "mutual understanding and trust with various groups of population, including *mujaheddin*, was achieved." And saw a reduction of tension in the region. Though not documented or quantified, the group reported "partial employment of *mujaheddin*." Their achievements were reported on local radio and in local newspapers.

Next Steps. Group members would like to expand their discussion format and include more micro-enterprise development and civil society training. One of their goals is increased employment for the *mujaheddin* and other villagers, including women.

Ehio⁶

Background. Tradition, religion, and ages old prejudices govern life in the Karategin Valley. Even during Soviet times, education for girls stopped at middle school and most were married by the time they were 16. Few young women attended institutions of higher learning. During the instability of the early 1990s, education for girls essentially came to a stop. This was compounded by the lack of educational opportunities (and professions) and scarcity of teachers for girls and women. And if a young woman wanted to continue her schooling, she had to travel out of the village to the closest city offering higher education – an expensive proposition at best. But there were several that did want that opportunity.

Civil Society Matching Grant. A group of five women got together to discuss these problems and to brainstorm possible solutions. They met to develop a proposal after one of them read about the small grants program in a local newspaper. Their proposal had the following goals: create opportunities for girls, and develop equal respect and rights for girls. The proposal included three *raions*: Garm, Darband, Rogun

⁶ *Ehio* is a Tajik word for "renaissance." It is also the name of a new, local NGO, the Institute of Cultural Affairs in Tajikistan located in Khujand, which also received support under the MG. This NGO is registered with the Department of Justice of Khujand, ROT and is a member of the Institute of Cultural Affairs International, an international NGO.

Outcomes/Successes. With grant support, they learned how to conduct surveys which quantified the need for educational opportunities for girls. With the results of their survey, they were able to counter the local government's numbers which were far less than the actual number of girls not attending schools.⁷

"I was leader of Ehio group. I understand that to solve important problems that concern our society, it is necessary to associate people into affinity group. Ehio group consists of such people, who want to explain people their rights, rights of women and solve these problems jointly. The problem is to involve girls from mountainous districts to the education at schools and colleges. to solve this problem we involved local hukamat, population and others."

In addition to workshops on conducting surveys, the group learned techniques to involve representatives from all community groups. The women determined that in addition to lack of support from local government officials, the problem was further exacerbated by popular religious strictures encouraging girls to leave school and forego higher education for marriage and the home. Training under the small grants program supported the group's efforts to bring religious leaders, parents, community leaders, and local government representatives (including representatives from the Department of Education) together to discuss the issue and arrive at mutually agreeable solutions.

They now have the active support from religious groups and parents to encourage girls to remain in school and to go on to Higher Education Institutes. The group was able to establish women's centers in Darband and Garm, and are working to set up one in Rogun. It is their hope that the young women will return to their villages as teachers.

Group leader: "Civil society does not support indifference and abstention. Principles of civil society are very important for our organization. Our team members actively and freely participated in making decision. One of the most important principles of civil society is participation of people in decisions that have influence on their life, because it is possible to solve problem only by interaction and mutual understanding."

Next Steps. A major obstacle remains: adequate funding for scholarships to support young women who must go to the cities for higher education opportunities. The group has organized parents (primarily mothers) to identify ways in which to raise the money for these scholarships. At present, they are setting up a center to train women in sewing, (traditional dress, handicrafts), design, baking, and other money raising activities; they hope to sell their products in village markets as well as nearby cities.

A stumbling block is the lack of electricity (which is available only two hours a day at best) which precludes the use of electrical equipment needed for these activities. During winter months, an abandoned building reclaimed for the training center, has no heating.

⁷ The local *hokumat* determined that out of 14,529 youth, only 49 girls were not attending school; *Ehio's* survey brought the number to 600.

Donish

Background. Teachers in secondary school #59 noticed with alarm the growing number of “street” children – many of them from single parent, immigrant families who had moved to the capitol in search of work but had had difficulties finding employment. The school served a *malhalla* composed of 33 micro *raions*.

A school official noted this growing problem (of illiteracy) and shared her concern with a group of friends and colleagues. They proposed to work with this cluster, providing vocational skills training as well as basic education (reading and writing) and socialization activities.

Civil Society Matching Grant. With program funds and training support (e.g., training in volunteer recruitment, information gathering and analyses, project development and implementation), the group was able to quantify the scope of the problem. They identified about 120 children who did not attend school with about 90% of that number living in “dormitories.”⁸

The survey results also pointed out that the children did not attend schools for the following reasons: need to provide income for their families (by engaging in street trade and/or begging); inability to purchase school supplies and textbooks; parents’ belief that education was not necessary for their children; and/or education levels of children were far below others in their age groups.

The group gathered parents and children together in several meetings to emphasize the necessity of education. From the base group of 120, 35 children indicated a desire for education. These 35 were then divided into two groups: those who could read and write, and those that could not.

Group member: “...I worked as the teacher. I taught the children ABC-book, to write, read and count. I also taught them to have self-knowledge and civility, love the environment, and educated them to love bright future. We could provide the children with entire education with the support of other members of the Group. We helped them to appreciate knowledge and tried to familiarize them with what “civil society” goals and objectives mean, i.e., defense of children’s rights and familiarized them with wonderful nature of our country. Conclusion: For the short period of time we managed to prevent children from the influence of the street, crime, and cover most of them with support and assistance. We also managed to involve them into the education at school, where they study at present.”

⁸ Lack of adequate housing is another problem shared by immigrant families and many have flocked to formerly abandoned high rises; these families would be forced to look for other housing in the near future as these “dormitories” had been sold to a developer.

Outcomes/Successes. As part of the Civil Society Small Grants Program, lessons would be conducted on Saturdays and Sundays,⁹ and in addition to reading and writing, these children were also given lessons in the arts and taken on excursions to museums and parks.¹⁰ These children were also provided with all necessary school supplies as well as breakfast and sports activities at the end of the classes.

Medical examinations were also provided to the two groups which confirmed that all children suffered from intestinal worms and other diseases. The Donish group requested support from the organization "Medicines sans frontiers" which provided medication for the children and their siblings.

Donish members also hold meetings with parents twice a month, conducting discussions on a variety of topics, all emphasizing the necessity of education. Parents' attitudes slowly changed, and many of their friends and relatives began to approach Donish to include their children in the "weekend school."

Group member: "I think that each citizen is obliged to be active in the life of our society and render assistance to everyone who needs it."

Testing has confirmed the following successes among the group of 42 children: 28 can now read and write at age level; 18 now study at secondary school #59; 12 more will begin attending school after winter break.

Next Steps. Donish has decided to continue their group work and have added new members and additional volunteers. They plan to work with leaders of the *mahalla* committees through the district *hokumats* in order to simplify the procedure of collecting information about "street children" and on issues in education.¹¹

The working group also proposes to develop stronger, more complementary relationships with department of education officials. The staff at secondary school #59 felt "threatened" by the survey, and saw the "weekend school" as "competition" since the school classes are very crowded and teachers poorly paid.

They want to explore the feasibility of evening classes for illiterate adults. They hope to raise funds to repair existing school buildings or to build new schools.

⁹ This schedule allowed the group to use school facilities, and many children worked in bazaars and open markets during the week.

¹⁰ Volunteers, including family members of group members, take the children on sports outings and conduct classes in arts and crafts.

¹⁰ Recently, a group member was promoted to an official position in the Department of Education, further strengthening the group's efforts.

¹¹ The group postulates that in Tajikistan, there is lack of a) sufficient numbers of secondary schools; b) funds are needed to pay for salaries and basic school maintenance, supplies, and equipment; c) teachers; d) ability of families to pay school fees and costs of education for their children; and no guarantees on the rights of children and youth.

They expressed a desire for training in advocacy activities, fundraising, and how to promote working relationships between CS "actors" (government, business, civic organizations).

This working group is one of several similar in other geographical areas who are active in the rights of children and youth, working mainly with "street children" and children in conflict areas.

Caravan of Peace and Consolidation.

Support was provided for the 2002 program sponsored by the Silk Road Foundation: a convoy of cars traveled from Pamir to Khujand via Kulyab, Dushanbe and Panjikent, stopping along the way to meet with local governments and communities to advocate for peace. Discussions were held and activities provided. This was a visible demonstration of CS "actors" working together on a high profile, fun event. Due to its success, this activity enjoyed funding support from the Office of the President (which also recommended the program for additional corporate donor support).

Appendix J

Representational List of Training Activities Offered by PAG (MC-H) in Honduras

- CS Principles in support of development programs
- Strategies to increase citizen participation at the community level
- PANACAM OESTE: Agro-Ecology alliances and coalition building
- Environmental conflict and mediation (for forest rangers in the Cerro Azul National Park)
- Parliamentary procedures for community meetings (for agro-ecology and child survival programs)
- Grant writing and fundraising (for key PAG staff)
- Working with *patronatos* and local government (to support community pharmacies sustainability project)
- Technical assistance in CS principles to the Upper Water-Shed Management Program (also to support monitoring & evaluation and cross-cutting program activities)
- Labor rights and planning strategies (for the administrative staff of the JANET program)
- Laws related to domestic violence and counseling (for housing program in Las Lajas)
- Community participation and conflict management (in Los Anises)
- Institutional assessment—Quick Assessment (for PAG field officers)
- Sustainability strategies

Appendix K

PAG (MC-H) Honduras Subgrant Projects in 2001

Organization/Group	Beneficiaries	Focus
AP Siguatepeque	89 communities	Institutional Strengthening (IS)
AP Taulabe	42 communities	IS
AP Libertad	48 communities	IS
AP Ojos	26 communities	IS
AP San Jose Com	6 communities	Democratic Dialogue
AP Meambar	44 communities	IS
AP Trinidad	13 communities	Institutional Training
Community Bank/Women Taulabe	28 women/112 family members	Training: Partic. Bank Coord. (Bank)
Community Bank/ Brisas San Marco	30 women/120 family member	Bank
Community Bank/La Conflariza	29 women/116 family members	Bank
Community Bank/Mukj Triunfadoras	25 women/100 family members	Bank; domestic violence
Rural Reconstruction PGM	10 communities	Training: Ecology; town hall meetings
Red SC en Accion	9 NGOs/450 members	IS

Grant amounts did not exceed \$1,000 for a 3-month CS project. A midterm and final evaluation report was submitted by grant recipients.

Successes include:

- A "Women's Concertacion" was held in San Jose de Comayagua. Women met with local politicians and got them to sign an agreement of promises made.
- A political forum was held in Jesus de Otoro, where a coalition of women credit unions proposed that local politicians sign an agreement on a "women's agenda" for the next presidential period
- Legal recognition received for the *Patronato* Association in Siguatepeque. This was a major achievement for the 92 *patronato* groups which comprise the association. PAG helped them to organize, define their major goals, prepare association by-laws that were approved by the entire association. This recognition makes it possible for the association to obtain government contracts, buy land, start businesses, etc. With legal status, the Association applied for a loan (approved by national bank) to pave 30% of roads in 6 years; *patronatos* to provide matching funds as well as in-kind (labor) contribution.
- Institutional strengthening activities with *paronato* association in Siguatepeque, Ojos de Agua, Libertad Meambar, and Taulabe municipalities resulted in the development of Annual Plans for each association. A participatory approach was taught and employed (a kind of "on-the-job" training) and the revised Civil Society Assessment

carried out. Areas identified for action included: *patronato* association strengthening, democratic elections, coordination between all CS actors, advocacy, equity (gender, economic, ethnic), production/marketing/job creation, environment, citizen security.

Patronato group: De la O

This all-woman group, situated in a remote mountain area with no communication or transportation system, reactivated a defunct *patronato* because of "poor conditions of village people" and a desire to do something for themselves. As a subgrant awardee, they used funds received for training, transportation to meetings, costs of conducting seminars, printing of an informational brochure, and the establishment of a small village store.

Until the MG program, women of the village walked miles to restock staples and necessities. This group developed its own work plan, meeting often to decide what to buy and prices to charge. The women take turns running the store and purchasing stock. They buy in bulk and repackage for sale in the village.

When asked about husbands' reaction to their project, one woman replied she was encouraged by her husband who helps out at home when it is her turn to "mind the store."

Proceeds from the store, combined with MG funds, also allowed the women to purchase a mill which allows them to grind their own grain rather than trek miles to have it done at a commercial mill.

All the women agreed that the MG training empowered them to take action, gave them a clearer idea of how things could work, and encouraged them to take on more. The group's leader was also active in the "concertacion" sponsored under the MG.¹

News of their successful ventures has reached other mountain hamlets, and they have been approached for advice and guidance.

¹ Candidates' forum, see Evaluation Report, Honduras, Objective #2.

Citizen Work Groups-Honduras

***Patronato* group: De la O**

This all-woman group, situated in a remote mountain area with no communication or transportation system, reactivated a defunct *patronato* because of "poor conditions of village people" and a desire to do something for themselves. The group used grant funds for training, transportation to meetings, costs of conducting seminars, printing of an informational brochure, and the establishment of a small village store and mill.

Until the MG/CSP, women of the village walked miles to restock staples and necessities. This group developed its own work plan, meeting often to decide what to buy and prices to charge. The women take turns running the store and purchasing stock. They buy in bulk and repackage for sale in the village.

When asked about husbands' reaction to their project, one woman replied she was encouraged by her husband who helps out at home when it is her turn to "mind the store."

Proceeds from the store, combined with grant funds, enabled the women to purchase a mill. The village is now able to grind their own grain rather than trek miles to have it done at a commercial mill.

All the women agreed that the MG/CSP training empowered them to take action, gave them a clearer idea of how things could work, and encouraged them to take on more. The group's leader was also active in the "concertacion" sponsored under the MG.

News of their successful ventures has reached other mountain hamlets, and they have been approached for advice and guidance.

Next Steps. This is still very much a male-dominated area. Although most of the women in this work group had husband's who were part of *patronato* committee, they had not thought about forming a *patronato* group in their community.

It is still difficult for women to speak up, even harder to have their voices heard. Most are discouraged or fearful of taking stands on issues. The leader of the De la O (whose married name (she is now a widow) is used as the group's name) is determined to continue her activism for the betterment of her family and her village.

Appendix J/page 2

Members of this community have demonstrated a willingness and ability to provide the manpower for community improvement projects (water, home construction) but training is rarely available.

Recommendation: Continuing support to *patronato* and community groups should include training in a variety of areas, notably advocacy, empowerment of women, business development skills, etc. Activities should be offered in locations accessible by remote communities and/or transportation provided.

Appendix L

Civil Society Exchange Visit August 26—September 30, 2002 by Carlos Soto¹

INTRODUCTION

As a civil society officer, member of the Mercy Corps family, it was one of the greatest experiences of my life to participate in a civil society exchange visit with the civil society program in Tajikistan. I guess I am right if I say that I am the first person from my country to visit these former soviet republics. This visit was very profitable as well as adventurous and challenging.

FINDINGS

Lessons learned during this short trip were very useful in the planning and design of new civil society proposals and strategy for 2003 and 2004. To share my experiences with a completely different culture was thrilling and quite scary at the same time, though I perceived that many of my ideas and proposals were simply too aggressive for a former communist society. I could see in their faces that they also dreamed of the freedom that democracy grants.

My experiences from the exchange and the MG program have allowed me to help many others in many ways, first by implementing a civil society program that organized and empowered all community people in the northern region of Honduras. Secondly, I happen to be part of the grant writing team inside Project Global Village, and using my civil society background, I did develop the "DEBORAH program" to combat domestic violence and provide counseling and legal education to women in the communities. Another, called the "JANET program" provides legal education to women and children who are victims of labor abuses. And finally, another civil society initiative called "Give me a Hand," providing counseling and technical training to street children.

I can verily say that Mercy Corps has raised awareness in my heart (my background is Physics and Mathematics) and has opened my eyes to understand that the community people have the right to stand and raise their voice, to hold their authorities accountable, to participate in decision making of the community and the country and to work peacefully for social change!

¹ Edited by evaluator.

CHOOSING THE RIGHT PLACE

The procedure for applying for an exchange visit was not difficult, but it was long enough to discourage any one. Once I got the application form with the instructions, it took me a while to figure out where to visit.

My first idea came when I remembered Janet Sawaya who was working with the civil society program in Indonesia, but even though I talked to her about it and she offered me her assistance, it was impossible to set a date and time; 2002 was an election year and we had many projects related to the elections.

TAJIKISTAN

Civil society programs do not share their goals and objectives or results frequently. I believe that we all should have a copy of what is going on in the rest of the world, to copy ideas and to learn.



Appendix M-Palu, Poso Program Report

Palu Office: Jl. Tinembala No. 73, Palu, Tel/Fax: (0451) 429 676
Poso Office: Jalan Tabatoki No 91, Sayo, Poso, Central Sulawesi Tel (0452) 21395/ 21052
Fax (0452) 22131
Email: mercycorpso@yaho.com mercycorpso@yaho.com
Internet: www.mercycorps.or.id

Sulawesi Tengah Monthly Report on Activities – March 2003

Executive Summary

- Funded a community sporting event in Bonesompe, Poso Town
- Conducted 9 day training to strengthen Mercy Corps staff skills in WaSH
- Hired a Training Assistant for the British Embassy Capacity Building Project
- Attended Monthly coordination meeting with OCHA and Government 17 March 2003

Summary of Activities

- Co-funded a community sporting tournament that was organized by local members from 8 to 29 March 2003. The tournament was organized in Poso Town and 32 clubs from Muslim and Christian communities participated. Clubs from Bonesompe, Gebang Rejo, Kayamanya, Moengko, Sayo, Kawua, Mapane, Toyado, Tangkura and Tiwa'a competed in Takrow each day between 15.30 and 18.30. Takrow is a popular game which can be likened to volleyball except that a ball made of rattan is used, which is kicked over the net. This activity brought many youth together and reinforced nascent social networks through recreational activities. The festivities were concluded with a ceremony presenting awards and short speeches.
- As part of the scope of work of the Water Sanitation and Hygiene (WaSH) Manager conducted an intensive 9 day skills transfer in WaSH best practices. Topics covered included: Water Treatment and storage, Environmental Health, Water Transmission, MCKs, Vector Control, Water Source Management and Concrete Theory. All Mercy Corps programme staff participated in the training to strengthen their skills in providing mentorship to our local partners. The staff are also equipped to conduct training sessions to our local partners. The first training in Epidemiology and general WaSH principles will be held 3 & 4th April 2003.
- Hired first Training Assistant for British Embassy Capacity Building Project. She has commenced work on finalizing a draft methodology for testing with two of our local partners. The finalized version will be a comprehensive approach to provide a developmental approach to organizational strengthening, in addition to providing some objective results that can be measured over time.
- Attended the Monthly coordination meeting facilitated by OCHA and the government. As a result of this meeting Mercy Corps will take a coordination lead in the economic Initiatives sector, bringing together stakeholders including LNGOs Government and Pokja representatives. The first sector coordination meeting is scheduled for 8 April 2003 at the Mercy Corps Palu office. This compliments Mercy Corps meetings and research to develop economic initiative potential with local partners.

1. Processing summary

RFA or Month Received	APPLICATIONS RECEIVED	FINISHED REVIEW	FUNDED PROJECTS *	REJECTED APPLICATIONS	RE-SUBMISSIONS	PROJECTS COMPLETED**
1 st Round May 2002	18	18	9	7	0	3
2 nd Round June 2002	13	13	2	1	1	2
Aug 2002	2	2	2	0	0	2
Sept 2002	3	3	3	0	0	3
Oct 2002 (Poso Office)	4	4	2	0	0	0
Oct 2002 (Palu Office)	6	6	0	1	1	0
November	0	0	7	0	0	
December	1	1	1	0	0	0
January	1	0	1	0	0	0
February	4	4	0	3	3	0
March	5	5	1	0	4	1
TOTAL	57	57	28	9	2	11

2. Project Activity Matrix by Sector

SECTOR	NUMBER OF FUNDED PROJECTS *	PROJECT LOCATIONS	TOTAL TARGETED BENEFICIARY COVERAGE	PROJECTS COMPLETED**
Watsan	6	Kecamatans of Poso Pesisir	6,754	1
Non-food Items	4	Kecamatans of Pamona Utara, Lage, & Poso Pesisir	8,126	1
Seeds & Tools	7	Kecamatans of Poso Kota, Mori Atas, Pamona Utara, Poso Pesisir	7,341	
Other Livelihood	3	Poso kota	0	2
Capacity Building	5	Poso LNGOs	25	5
Conflict Management	3	Palu, Poso Pesisir	101 and 32 Sporting Clubs	1
TOTAL	28		22,306	10

Management Issues

- First of Two Training Assistants hired for the Capacity Building Project
- Commenced work on drafting an approach for assessing organisations
- Re-organisation of Yahoo email accounts to enable connection with Outlook Express. There will be new email accounts issued for Palu and Poso offices – to be advised when finalized.
- Introduced staff to new Mercy Corps Salary Scales

Future Activities

- Conduct two day training in Water, Sanitation Hygiene principles with LINGOs facilitated by Mercy Corps staff under supervision of WaSH manager
- Employ one Training Assistants to start by end of April
- Employ new Programme Assistant by end of April
- Finalise the draft Organizational Assessment approach and test it with two local partners (circulate results)
- Impending departure of the WaSH Manager scheduled to leave on 10 April 2003. Our thanks go to the WaSH Manager for providing advice and skills the strengthening programme.

**The Mercy Corps has two offices in Central Sulawesi (see above for addresses) Our new office details are listed above.
Please direct your emails to the appropriate office as indicated in the listed email address.**

We welcome visitors to our offices.

Appendix N.

MC-I: Local Micro finance partner (BMT Ibaadurrahman) information

BMT Ibaadurrahman

Address : Jl Raya Puncak Gg H.Muchlis no 5 Ciawi-Bogor
Tel : 0251-240088, 244027
Email : rid_qih@astaga.com, emhie2000@yahoo.com

Profile

BMT Ibaadurrahman was established on July 3, 1995. Since it was established, BMT Ibaadurrahman has aimed to assist micro and small businesses by providing loans and saving services to them. Many micro and small businesses have difficulties in accessing capital from the banks.

The mission of BMT Ibaadurrahman is:

- Economic revitalization of low income communities
- Empowerment of micro-entrepreneurs
- Developing *kejama'ahan* (collective) economic system by and for *ummat* (religious community members)
- Prohibit *riba* (usury) in financial transactions

Their activities are divided into 3 divisions:

Baitul Maal (Social division):

This division assists very poor people to start businesses and other income generating activities. Activities are treated as a social function. The program targets the poorest of the poor who are motivated to change their economic status. Funding resources for this activity come from part of BMT's profits, contributions from established members, and sympathetic supporters. The activities include education, health, business consultancy, and credit without fee.

Baitul Tamwil (Microfinance):

This division provides credit and saving services on a commercial basis to micro-entrepreneurs. All loans and savings products use a profit-sharing mechanism. Resources come from donors, savings, and contributions from the community. Loan products include *modharobah* (trustee finance contract), *musyarakah* (equity participation contract), *murabah* (cost plus sales/mark up with deferred loan payments) and *Bai Bitsaman Aajil* (leasing contract).

3. Baitut Tijarah Division (Real Sector Division)

This division operates small sized cooperatives business involved in production. The same profit sharing principles are applied for distribution of profit among the cooperative members.

Program Supported by Mercy Corps

Mercy Corps funded BMT to further expand their ongoing microfinance activities. Through this fund BMT has been able to provide financial services to an additional 200 clients. Average size of loans is Rp 300.000 - 500.000 (35-55\$) through a profit sharing mechanism (30:70-BMT/Client). Repayment is made in 10 months (maximum). Technical assistance is also provided to the clients. Their program area is Ciawi-Bogor, West Java.

BMT Microfinance Update (consolidated):

Total Assets: 77,388 \$

Loan Capital Fund: 49,029\$

Savings: 34,179\$

No of Loans (cumulative): 1231

Portfolio at Risk: 4.35%

Appendix O

Mercy Corps – Indonesia Top Ten Civil Society Best Practices

- Using a public board to record payments by program participants or to list resources available for a project.
- Identification of links and connectors by program participants.
- Involvement of relevant local bureaucrats in project development and implementation.
- Participation of target population in the development and planning of a project.
- NGO locating itself in a place that is accessible to its target group.
- Government agency and NGO has a clear sense of its constituencies.
- Leaders talk about and act on those things that are under their control rather than those things that are beyond their control.
- Leaders listen and enable others to talk to each other.
- Organization recognizes its strengths and weaknesses, has a vision of its niche, recognizes the role of others and how it relates to other players.

Appendix P

Maluku Case Study: See separate case study on file at USAID/PVC office

Appendix Q

TRIP REPORT AFGHANISTAN VISIT EXCHANGE September 19th-October 10th 2002, Kandahar District by SUGENG MASKAT ¹

I. INTRODUCTION

Trip Objectives:

- To exchange information and ideas between the Indonesia and Afghanistan programs about applying civil society principles (especially peaceful change in programming).
- To exchange ideas about Afghanistan's and Indonesia's approaches in dealing with local partners in emergency programming.
- To assist Afghanistan national staff with training and input in areas where I have experience especially in Maluku and Sulawesi (Poso) the conflict-torn regions of Indonesia.

Main Tasks:

1. Meet with Mercy Corps Afghanistan Staff and other key players to learn about their program;
2. Learn about Afghanistan and the challenges and efforts related to peaceful change;
3. Assist the staff in refining their process and system for implementing the DFID umbrella grant and monitoring of local NGOs (partners) activities;
4. Assist the staff in assessing the capacity of local partners;
5. Introduce the Maluku program to the Afghanistan staff through a presentation and informal discussions on the challenges and lesson learned from the Maluku program;
6. In consultation with Afghanistan team, assist in training staff in such areas as :
 - Applying civil society principles through programming
 - Selecting work projects with local partners;
 - Building capacity for peace through programming;
 - Learning the "Do No Harm" approach;
 - Learning the "Sphere" principles;
 - Building capacity of local organizations.
7. Facilitate at least one workshop for local NGOs in one of the training areas listed above (to be determined by the project team).

II. GENERAL DESCRIPTION OF AFGHANISTAN

¹ Report has been edited by evaluator.

a. Security. The security situation in Afghanistan especially in Kandahar where I was posted was stable during my visit but still volatile. There has not been and serious incidents, only minor incidents (gunshots and grenade explosion far from MC compound). The curfew is still in force, from 22:00 to 6:00. There have not been direct threats against international humanitarian workers so far, and we have free movement where IDPs are located although an armed escort accompanies us. The Afghan people show friendly attitudes toward humanitarian workers as well as IDPs, refugees and the returnees which supports the humanitarian workers' access to these vulnerable people.

In some places the humanitarian workers have to pass through checkpoints. But there has been good cooperation between parties. The main concern that humanitarian workers in Afghanistan should take heed is that of LAND MINES; the country is considered to be the most heavily land mined in the world. We noticed that roads in the desert are marked with caution signals: red stone clusters mean the land is still mined; white stone clusters mean the areas are free of mines). According to sources, approximately one hundred people are killed or injured by mine explosions monthly.

There are some NGOs who are still actively working on clearing mine fields. The humanitarian workers are also trained to cope with mines when traveling in the desert. These mines were laid during the war and most of them are still hidden and dangerous.

b. IDPs/Returnees. Generally, Afghan people have suffered from so many problems in the aftermath of the war (since Soviet invasion, 1976 –1988). Nothing much changed during Mujahiddin and later Taliban control. The five-year drought also adversely affected this population. In addition, the recent attack on Afghanistan after September 11 has also worsened their situation. Millions of Afghans fled to safe places, those seeking asylum becoming refugees in neighboring countries (Pakistan, Iran etc.) Many returning home found so many difficulties. Thousands live under shelters in the middle of the hot desert, and have become dependent on humanitarian assistance; many problems arise in these settlements.

There are many NGOs working together on various programs to help these vulnerable people so coordination among NGOs is also important. In many places in Kandahar, I have noticed there is much devastation to infrastructure, roads, and public facilities such as schools and bridges (occurred during the Soviet invasion).

The long drought has affected lives of thousands Afghans whose main economic resources are agriculture and live stock. In many villages, people have moved as they have had difficulties with food security. According to local stories, many parents have sold their children because of economic burdens, not being able to

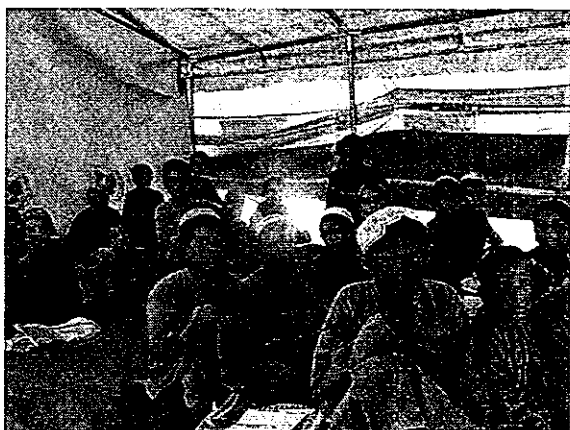
pay their debts. Some NGOs have various programs to help these people with food distributing foods, food or cash for work, etc.

It is also well known that the poppy has become an issue as many Afghanistan people grow this as a source of income. The community is suspicious of foreigners who come to the villages when they are harvesting this crop. Besides economic hardship, education and health are big problems in Afghanistan especially in Kandahar.

During the Taliban era girls were not allowed to go to school and many of the women are literate. It is just recently that parents have begun to send their daughters to school. In other villages, however, we noticed that only boys attend school, such as in a village "Arghandab " (an hour drive from the city of Kandahar). There are approximately six hundred primary boy students; girls are excluded from school. There are problems with the school structures--mud-made classrooms, tents provided by UNICEF. Most are over crowded.

They have ill- equipped school kits and very few teachers (many are reluctant to become teachers because of the low wage; some of have to look for additional jobs after school).

Health care is also a big problem where people have difficult access to hospitals in the city; many people rely on traditional healers. There are few clinics in the villages.



Pic. Primary school boys in learning process held under emergency tents (Arghandab District)

III. ACTIVITIES :

I conducted the activities described in my SOW upon arrival in Pakistan where I stayed for a few days (until September 19). During my stay in Islamabad, I

produced materials related to my objectives for Afghanistan and obtaining the necessary visa.

I arrived at Kabul Airport on September 19 on the United Nation Humanitarian Air Services, reaching Kandahar in the afternoon. There had been a few checkpoints along the way.

Activities in Afghanistan included:

- Meeting MC grants program staff and discussing programs, trying to understand the context of the situation in general and the kinds of constraints to be faced. Since the grants program had just received proposals from local partners. There are three on staff; Melissa Himes, program manager, John Wegner and Gul Mohamad. In the next several days, more project officers were recruited
- Introducing the Maluku Program and holding discussions with staff where I explained how MC Maluku started its grants program working with local NGOs: the criteria we used in selecting the local partners to work with, guidelines developed for each sector used to review proposals, tools used to conduct pre monitoring and monitoring activities, etc.
- Conducting informal basic training on "*key principles of a successful community development project:*" kinds of strategy required for implementing project for best impact on the community; indicators to measure project success. Diagrams developed by Maluku staff from lessons learned were used to show (assumed) project results. This emphasized technical skill, transparency and socialization, and community contribution.
- Sharing pictures from Ambon, linking each to an element in the diagram, "*participation, accountability and peaceful change.*" It is very simple to explain civil society principles using this diagram, explaining what we wanted to achieve: our basic objective through project is "secure, productive and just communities" through interaction of civic organizations, government and business in a way that is participatory and accountable and a mechanism for peaceful change to which all can contribute.
- Visiting other related agencies, government departments to coordinate programs and to share information.
- Developing tools for conducting pre-monitoring and monitoring. This helps staff to measure the capacity of the partners. We divided into some sectors such as clean karez (water and sanitation), education, school building, clinic, vocational training etc.

- Leading local staff in office monitoring visits to several local NGOs, discussing and summarizing findings. The local staff conducted this naturally. The process lasted a week and proceeded with projects site visits to observe situations described in the proposal (confirming facts presented). Unfortunately, the site project visits were conducted one day prior to my leaving for Pakistan.

IV. Local NGOs in Afghanistan.

There are around eighty local NGOs, which have registered and submitted proposals for the MC grants program. Most of these NGOs have many weaknesses and only several have basic standards. Approaches they use appeared to have a more project-drive rather than community-driven orientation. This showed in the proposals, especially when appropriate assessments and the community involvement were excluded. The management system in term of administration and financial report is not transparent; this was discovered during the monitoring visits.

Pessimism. When asked about the community participation and contribution to the project proposed, almost all of the NGOs were pessimistic about this. This is similar to NGO situation in Maluku during the early stages of MC program. This pessimism showed that NGOs have not used good approaches/techniques in conducting assessments. NGOs tend to formulate proposals based on their own judgment and are sometimes desk-based; community involvement is ignored. NGOs just assume that once their proposal is approved, they will go to the community and implement the project. The community in this case will be the object of their own project, as they are not involved from the beginning of the project.

V. Mercy Corps' grants umbrella program funded by DFID

Grants program will be started in October 2002; the first tranches are supposed to be disbursed by the middle of this month. The staff of this grants program includes two expatriates and seven national staff. They have good qualifications, have previous experiences working with other agencies, and are about the same age group (thirties and forties).



*Afghanistan Grants
Program' staff*

All of the national staff is male and it is difficult to have national female staff working at offices. For the time being the programs funded are quick impact projects in the following areas: health clinic, school construction, karez cleaning, vocational courses and capacity building for a three- month period.

VI. Conclusions

The Afghan people have suffered a lot in the aftermath of the Russian occupation (1976-1988) followed by instability of the post-war government; the Mujahhidin era, Taliban era, and also long-term devastating drought that forced people to migrate. The economic hardships have created many problems in the community; most people trapped in debts as they have no cash to pay. There are some sad stories from the local staff of parents using their children as (loan) guarantees. Almost all of the infrastructures are heavily damaged and many are still not repaired. Mercy Corps-Afghanistan has been present since 1986 and has a variety of programs to help the Afghani people. Recently, MC-A started an umbrella program funded by the Department For International Development (DFID), working through local partners. Besides this quick impact program, MC will also have a capacity building program for local NGOs. This been well received by local partners who have had very little opportunity to attend (training) workshops.

Afghan IDPs/Returnees are the most vulnerable I have seen since working in post conflict areas in Indonesia. They are living under emergency tents; thousands occupy these tents during the terribly hot days in the desert; there is also the danger from land and water is becoming scarce as result of the long drought. There is also the danger of this group becoming dependent on assistance programs.

Local NGOs have very standard criteria and most of them seem to have project-oriented work in the community. That's been proven by the proposals submitted. When we conducted project site visits we found that the community was not involved in making decisions. This could be described as a "top-down system" since most of the decisions are made NGO staff judgments without full community participation. I have brought the idea of community participation, some examples of basic community development projects, and information on applying civil society initiatives in the implementation of projects focusing on "participation, accountability, and peaceful change." The presentation on Maluku's quick impact projects demonstrated how to start working with local partners. Although there have been some pessimism expressed when talking about community participation and contribution by the local partners but there is more awareness with a thorough discussion. This is because NGOs have not

conducted good assessments, using good methodology. Now it's about time that MC-A grants program promotes new paradigm of "bottom-up community development projects" like Mercy Corps Maluku have been doing so far. The community will become the subject of the projects. Mercy Corps is supposed to help Afghan people to build secure, productive and just communities.

Lesson learned.

This is a great opportunity for me to have visit exchange that I had been longed for. The time working there was really enjoyable and also challenging. I am happy that I could share my experiences working in emergency situations, and discuss ideas and perspectives with my colleagues in Afghanistan. It opened my eyes, my mind, to the reality of what is actually happening in Afghanistan that is different to what the most people say. It really touched my heart seeing Afghanistan IDPs and the devastation to infrastructures. It impressed me to see the grants program staff developing the initial stages of their work. In the beginning they were pessimistic about community participation and contribution. Participation by women is still one of the biggest constraints and seems to take longer time to improve. Gender issue is a sensitive subject area. However, it is worth the effort. Women have great potential as demonstrated in Maluku: they contribute to support economy of their own. It is important and good strategy to include their participation in programming.

Anyway local staff became optimistic after we conducted visits and saw that the community is aware of issues. There seems to be a lot of works to do in Afghanistan. There are still many constraints to be faced in this initial stage of working with local partners. The Maluku Program faced similar constraints and we were able to cope with them. Capacity building program will help support local partners.

Appendix R: MC-I Civil Society Staffing

MC-I program areas contributed the following percentages to retain a Civil Society Program presence and staff. This assures that civil society technical assistance activities will continue to be integrated in all MC-I programs. Percentage contributions by program area:

Grants Program 30%
Maluku Program 25%
Food Program 25%
Central Sulawesi Program 10%
Sumatra Program 10%

Below is a copy of the original proposal outlining CS staff roles and responsibilities.



**Mercy Corps Indonesia Civil Society
September 2002 – September 2003**

I. Introduction: Need and Demand for a Civil Society Function

The civil society themes of participation, accountability, and peaceful change feature prominently in the way Mercy Corps (worldwide and Indonesia) defines itself to the public and distinguishes itself from other humanitarian organizations. Although our "Times of Turmoil" program funding ends September 20, 2002, staff have indicated that they want to continue emphasizing civil society in our projects. For that reason, we are proposing to continue with civil society as a separate team/function within Mercy Corps Indonesia. Staff have identified various needs they would like this team to fill, such as:

- Keeping our busy program staff focused on the themes of participation, accountability, and peaceful change, and serving as an independent reminder/prompt of the importance of these principles.
- Supporting capacity building and information exchange for staff and partners, particularly in areas related to civil society themes.
- Continuing the initiatives involving civil society that are already underway.

II. Objectives

Based on discussions with senior management and individually with program teams, the preferred option is for the Civil Society Team (Firlana Mashadi and Ichsan Nurbudi) to remain a separate unit providing country-wide support on the areas of participation, accountability, and peaceful change. The objectives for the team are a modified version of those adopted by the Civil Society Program that operated from 1999 to 2002. The revised objectives are to:

1. Increase local partners' ability to understand the practical application of civil society principles and to implement activities that are participatory, accountable, and promote peaceful change.
2. Increase the capacity of Mercy Corps Indonesia to develop, implement, monitor, and evaluate programs that promote participation, accountability, and peaceful change.

III. Areas of Expertise

The current Civil Society Team has certain areas of interest, expertise, and resources. To summarize, Fir and Ichsan both have skills in organizing and facilitating training, workshops, and other meetings. Both have good basic office skills, including report writing and analytical skills (useful in assessing organizations and providing feedback on plans). Both are good at collecting information and networking and have strong

interpersonal skills. Fir also has a background in co-ops and especially strong English communications skills. Ichsan has a background in agriculture and has a good understanding of and links with Islamic organizations. Recent activities of the civil society team include the following:

- Organized visits to more than 50 organizations and assessed their ability to understand and apply the principles of civil society
- Facilitated workshops on gender and topics in microfinance
- Introduced staff in Jakarta and field offices to civil society concepts and facilitated staff discussions in practical ways of incorporating them into their work
- Organized logistics for other workshops, meetings, and trips
- Prepared questionnaires and forms, and conducted surveys/evaluations
- Identified and secured printed and electronic information useful to Mercy Corps Indonesia and to local NGOs
- Arranged the translation of books into Bahasa Indonesia
- Facilitated focus-group discussions
- Took the lead in meetings with local partners, community groups, government officials, and visitors
- Represented Mercy Corps at workshops and meetings related to civil society themes
- Wrote articles, documentation, and reports
- Helped to initiate an association of NGOs
- Started and nurtured a mentoring system for partners
- Helped establish an email forum among partners
- Helped to organize the resource room

III. Activities

The activities of the Civil Society Team will be in two main areas – officewide promotion of civil society themes and responding to specific program needs. Those needs will be identified through regular discussions with program management and staff. The main activities under each objective are listed below, and also a 6-month workplan.

Objective 1: Increase local partners' ability to understand the practical application of civil society principles and to implement activities that are participatory, accountable, and promote peaceful change.

- 1.1. Encourage partners' application of civil society principles
- 1.2. Support networks and links among partners
- 1.3. Explore new ways the Civil Society Team can support partners

Objective 2: Increase the capacity of Mercy Corps Indonesia to develop, implement, monitor, and evaluate programs that promote participation, accountability, and peaceful change.

- 2.1. Assist in monitoring and evaluating Mercy Corps activities from the perspective of civil society
- 2.2. Promote the exchange of information within Mercy Corps, particularly related to civil society
- 2.3. Help develop tools for assessing and monitoring partners

Plan October 2002–March 2003

Objectives	Main Activities	Indicators/Targets
<p>1. Increase local partners' ability to understand the practical application of civil society principles and to implement activities that are participatory, accountable, and promote peaceful change.</p>	<p>1.1. Encourage partners to apply civil society principles</p>	<p>Conduct 6 workshops, roundtables, or other capacity-building events related to civil society themes for Mercy Corps partners</p> <p>List of 10 partner practices that promote participation, accountability, and peaceful change</p>
	<p>1.2. Support networks and links among partners</p>	<p>1 association established, functioning, and with an action plan/budget.</p>
	<p>1.3. Explore new ways the Civil Society team can support partners</p>	<p>Needs assessment involving at least 10 Mercy Corps partners and 6-month action plan for civil society support.</p>
<p>2. Increase the capacity of Mercy Corps Indonesia to develop, implement, monitor, and evaluate programs that promote participation, accountability, and peaceful change.</p>	<p>2.1. Assist in monitoring and evaluating Mercy Corps activities from the perspective of civil society</p>	<p>2 indicators developed for incorporation of each principle (participation/gender, accountability, and peaceful change) into projects</p> <p>2 field trips to Maluku and 2 to other project areas</p>
	<p>2.2. Promote the exchange of information within Mercy Corps, particularly related to civil society</p>	<p>1 article for The Bridge per quarter</p> <p>List of 10 Mercy Corps practices that promote civil society</p>
	<p>2.3. Help develop tools for assessing and monitoring partners</p>	<p>Finalize organizational capacity assessment tool with Pact and/or other Mercy Corps programs.</p>

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Listed by program, the activities below are illustrative and can be changed based on program demand and external opportunities:

Mercy Corps Indonesia as a Whole

- In collaboration with other programs, develop ways that MC can measure progress toward greater participation, accountability, and peaceful change.
- Collect books and other resources on request and serve on a staff team responsible for maintaining the resource room. Establish and maintain links with other Indonesian organizations and resources related to civil society.
- Facilitate staff discussions related to civil society themes as requested, and provide orientation on civil society to new staff
- Support program development for new/potential civil society activities
- Support monitoring and evaluation efforts undertaken separately by each program, particularly calling attention to the civil society perspective
- Fir or Ichsan serve as the Capacity Building Officer in Jakarta if US-Japan Foundation funding is received
- Liaise with Civil Society Program in headquarters and keep abreast of new developments in Mercy Corps worldwide. Forward information from Portland to appropriate Indonesia staff. Contribute to discussions about civil society throughout Mercy Corps through the Forum, "The Bridge," and other media.
- Explore additional links with government and/or advocacy, based on demand
- Monitor gender issues and participation in all programs

Grants

- Support the establishment of NGO associations and mentoring
- Facilitate workshop or other capacity building for local partners – at least 1 event per quarter, topics to be identified
- Help Grants staff arrange external training and other capacity building
- Explore other types of support for NGO partners with the Grants team, such as capacity building in advocacy or linking with government
- 2 staff-weeks (i.e., probably 1 week each for Fir and Ichsan) of field visits outside Jakarta per quarter for monitoring, assessment, or capacity building

Maluku

- 2 staff-weeks (i.e., probably 1 week each for Fir and Ichsan) to Maluku per quarter for monitoring, assessment, network development, or capacity building (more than this would be negotiable, depending on other commitments)
- Help arrange external training and other capacity building (outside facilitators to Maluku or staff training outside Maluku)
- Serve as Jakarta liaison for NGO Center regarding books/resources
- Arrange book translation if requested
- Attend and report on Jakarta meetings related to peacebuilding and Maluku

TAP

- Assist FFW and IF in monitoring and evaluation of activities, especially related to civil society principles. Help with design and administration of questionnaires.
- Arrange or conduct at least 1 training or other capacity building event per quarter for COs or community groups

- Support follow-up with post-FFW transition in Krendang or other areas

Padang

- Open for discussion.

Poso

- Open for discussion.

Hearth

- Open for discussion.

IV. Management Structure

- **Implementation:** Fir and Ichsan would continue to serve as a Civil Society Team supporting other Mercy Corps programs.
- **Support:** To provide accountability and follow up, one or two people from each program would form a Civil Society Support Team. They would be point persons for each program and the main liaison on issues related to the civil society mandate and activities. The civil society resource person from each program would be responsible to work with Civil Society Team and identify possible activities and provide follow-up for each program. In addition, the Support Team would hold periodic meetings to review progress and brainstorm about new ideas and activities.
- **Management and reporting:** The Civil Society Team would be led by Fir, who would report to the Program Director, Cathy.

V. Resources

The Civil Society Team would be funded initially by other Mercy Corps Indonesia programs. Possible additional sources of funding in the future include (a) Mercy Corps headquarters, (b) U.S.–Japan Foundations @ 50% of one staff person, and (c) new projects. The estimated annual operational budget for the Civil Society Team is below.

(a) Staff Costs

Civil Society Team (incl. salaries, fringe, and all related personnel costs)	\$17,000
• 50% contribution	\$8,500
• 25% contribution	\$4,250

(b) Office and Operational Costs

Office supplies and related costs would be minimal and would be met from a pool of all Mercy Corps program budgets. Major equipment for the team (computers, printer, furniture) is already in place.

(c) Travel

Travel costs for the Civil Society Team would be met separately by each program and would depend on how much travel the team undertakes for that program. Each program can estimate their own costs, but indicative costs are as follows:

Ambon per person, one week	
Travel	S450
Living expenses and communications	200
Internal transport/car rent	0
Total	S650

Java per person, one week	
Travel (average train/plane)	S 75
Living expenses and communications	200
Internal transport, 5 days (could be shared with Grants team)	175
Total	S450

Based on the above parameters (the team traveling together for a 1-week visit per quarter), *annual travel costs* would be roughly \$5,000 for the Maluku program and \$3,000 for the Grants program, as broken down below:

Maluku, per year	
Travel (\$450 x 8)	S3,600
Living expenses and communications (\$200 x 8)	1,600
Internal transport	0
Total	S5,200

Java, per year	
Travel (\$75 x 8)	S 600
Living expenses and communications (\$200 x 8)	1,600
Internal travel (\$175 x 4)	700
Total	S2,900

26 August 2002

MERCY CORPS MATCHING GRANT EVALUATION:
CIVIL SOCIETY IN TIMES OF TURMOIL

SCOPE OF WORK

OCTOBER 2002

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I. PROGRAM IDENTIFICATION

Mercy Corps

FAO-A-99-00047-00

Date of Evaluation: August 26-December 9, 2002

Country Program for Evaluation: Indonesia, Tajikistan and HQ (Portland, OR)

II. PROGRAM BACKGROUND

A. *Overview, Timeframe and Partners.*

Building Civil Society in Times of Turmoil is Mercy Corps' second Matching Grant from USAID designed to build Mercy Corps' institutional capacity in civil society programming. It began on September 21, 1999 and ends on September 20, 2002, and focused specifically on civil society programming in countries experiencing turmoil. *Turmoil* was defined as economic devastation, natural disaster or conflict. With this framework, Mercy Corps planned to pilot civil society interventions in four countries over the life of the grant: Honduras, Nicaragua, Indonesia and Tajikistan. Each country program had an approximate two-year life span (Honduras and Nicaragua ran September 1999-January 2002, and Indonesia and Tajikistan ran from September 2000-September 2002). The program included a headquarters component that ran for the full three years of the grant. In Honduras, the program was implemented through long-standing local NGO partner, Proyecto Aldea Global (PAG). In Nicaragua, Mercy Corps worked closely with longstanding local NGO partner Proyecto Aldea Global Jinotega (PAGJINO) as well as the Jinotega Civil Society Network (which the program helped establish) and the Jinotega Mayor's office. In Tajikistan, Mercy Corps worked closely with long-standing local NGO partners, the National Association of Business Women (NABW) and the National Association of the Disabled (Dilsuz), and 20 citizen working groups (CWGs). In Indonesia, Mercy Corps worked with a number of local NGOs who were Mercy Corps grantees under a USDA-funded grants program and other grants programs in Jakarta (Java) and in Maluku. In all the countries, different models of civil society interventions were piloted and a variety of lessons drawn.

B. *Program Planning Matrices.*

Refer to Appendix 1 for program planning matrices for all entities. Please note changes to DIPs that were recorded in the first and second annual reports.

C. *Documentation for Review to Familiarize with Programs:*

Previous to visiting the field, the evaluation will consist of reviewing all the following written material:

Overall (includes material to review on the closed programs in Honduras and Nicaragua):

- Grant Proposal *Building Civil Society in Times of Turmoil*
- All detailed implementation Plans (DIPs)
- First Annual Report
- Second Annual Report
- Civil Society at Mercy Corps: A Case Study on the Institutionalization of a Concept
- ASSETS (Assessment Tool)
- Case Study Guidelines
- M&E Guidelines
- Mercy Corps Power Point presentation to USAID from April 2001 (mid-term evaluation of program progress)
- Copies of all *Bridge* issues (civil society newsletter)
- Civil Society Capacity Statement

- Bibliography of Civil Society Resources at Headquarters
- Istanbul Conference Report
- Board Reports for Period of Matching Grant
- Mercy Corps internal evaluations of the Honduras and Nicaragua civil society programs
- Quarterly reports from the Honduras and Nicaragua programs
- Donor report on the first democracy festival in Nicaragua
- Financial Reports/Budgets

Tajikistan:

- Tajikistan Quarterly Reports (September-December 2000; January-March 2001; April-June 2001; October-December 2001; January-March 2002; April-June 2002)
- Evaluation of the Mercy Corps portfolio of programs in Tajikistan: June, 2002 (Carlos Torres)
- Two Case Studies: (a) *A Participatory Approach to Humanitarian Aid and Development: A Review of the Impact of Participatory Practices on Mercy Corps Tajikistan* (Alexander Gupman, Summer 2001); (b) *Participatory Humanitarianism – The Partner Approach: Case Study of Dilsuz, The Association of People with Disabilities in Tajikistan* (Alexander Gupman, Summer 2001)
- Gender Policy
- Tajikistan Monitoring and Evaluation Plan
- Financial Reports
- Sub Grant award selection and criteria documents

Indonesia:

- Indonesia Quarterly Reports (September-December 2000; January-March 2001; April-June 2001; September-December 2001; January-March 2002; April-June 2002)
- Two case studies: (a) *Maluku Case Study: Integrating Relief, Recovery and Civil Society Principles* (Anna Young, August 2002); (b) *Mercy Corps and the Jakarta Flood* (Civil Society team, August 2002)
- NGO Assessment Report: Indonesia March 2002
- Indonesia Reports on Gender Workshops November and December 2001, January and February 2002
- Indonesia Field Trip Reports, Ambon and Poso, February and June 2002
- Indonesia Report on Microfinance Roundtables, August 2002
- Agenda, Reflecting on Peace Practice Workshop, Jakarta, January 2002
- Indonesia Monitoring and Evaluation Plan (partial)
- Financial Reports

III. PURPOSE: EVALUATION AUDIENCES AND THEIR NEEDS

USAID: The final evaluation fulfills the requirements of the USAID/BHR/PVC Matching Grant (MG) Program. The MG program will use the information to assess how well the MG met its objectives; determine patterns and emerging issues across all MG funded programs; determine technical support needs for grantees shape new RFAs and to review any follow-on proposals; develop internal and external documents to demonstrate the effectiveness of the MG program and to share lessons learned with the entire PVO community. PVC will use information outlined in the SOW template in its annual Results Report and in USAID's annual report to Congress. Achievements cited in the evaluation need to be supported by evidence and should be verifiable. Observations on data quality or constraints to interpretation should be stated, as data from these evaluations is used for USAID reporting purposes and is subject to audits. Technical/program

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opinions and observations are an important element of the evaluation --- but should be stated as the evaluator estimate, opinion or forecast.

Mercy Corps Headquarters: The evaluation will be stored in Mercy Corps' Digital Library, which is accessible to staff all over the world. Major findings from the evaluation will be shared by Mercy Corps via a number of internal and external outlets, including presentations at meetings with colleague agencies (especially through Interaction), the Civil Society E-Mail Forum (internal) and the Civil Society Newsletter *The Bridge* (external). Furthermore, HQ and field staff will utilize lessons from the evaluation when designing and implementing new programs, especially in the next year or two. For needs around accuracy and evaluator assumptions, see previous paragraph. Due to this broad range of uses and needs, the evaluation should be both qualitative and quantitative and all results should be clearly verifiable and as directly attributable to the Mercy Corps program as possible. In addition to analysis of programming over the past three years, recommendations should be made regarding the future of the program.

Mercy Corps Field Programs (as contributed by the field):

Indonesia: Mercy Corps Indonesia will use the final evaluation to assess impact and outputs of program activities and evaluating its effectiveness. Mercy Corps Indonesia will also use the results to guide its future programming in the area of civil society. This primarily involves assessing where the civil society program has had the greatest impact and continuing/replicating that work in the future.

Tajikistan: Mercy Corps Tajikistan will use the evaluation to assess the impacts and the outputs of the "Citizens' Initiatives for a Peaceful and Productive Tajikistan". Mercy Corps Tajikistan would be particularly interested in (i) evaluating the capacity building activities with NABW and Dilsuz to assess the extent to which the strategic planning, and other trainings have increased truly their impact on their beneficiaries and their sustainability, (ii) evaluating the strategy of supporting citizens' working groups to increase public awareness of human rights, and (iii) evaluating the extent to which the Civil Society project discussion groups and participatory trainings has contributed to an increased understanding of civil society issues among staff across all programs and departments, and applying these principles in-house. This information will contribute to the development of future civil society projects by helping to develop strategies that more accurately reflect the Mercy Corps civil society principles. The project will share this information with local partners and program beneficiaries in order to contribute to program transparency and accountability and to set a good example of evaluation techniques as a learning experience for our partners.

Honduras: PAG and Mercy Corps will use the evaluation to assess the impacts and outputs of its civil society programming over the period of this grant. This includes support to local NGOs, cross-sectoral collaboration and PAG capacity to implement civil society activities. PAG and Mercy Corps will use the results to inform further programmatic collaboration.

Nicaragua (no Mercy Corps field person to contribute): Mercy Corps will use the evaluation to assess the sustainability of its efforts in Jinotega. Returning to the site almost a year after the program ended and Mercy Corps left should indicate what type of systems remain and how deep the impact was.

Partners: In all the Matching Grant countries, the Civil Society Programs work with a large number of partner groups. For the purposes of this evaluation, roundtables will be convened to assess impact due to Mercy Corps activities and changes in partners organizations based on their involvement with Mercy Corps. Mercy Corps field teams have consulted local organizations in preparing this document and these two areas of focus for roundtable discussions will touch on what they hope to get from this evaluation. In Tajikistan, NABW and Dilsuz have requested more one-on-one evaluations that look at their changes in programming and their success in organizational restructuring due to the strategic planning process with Mercy Corps.

IV. EVALUATION METHODOLOGY

The evaluator's review of program documentation will aid in developing specific questions and activities for the field visits. In the field, the evaluation will utilize the following participatory information collection methodologies:

- Staff meetings (individual and group) with Mercy Corps staff from the civil society program as well as from other programs (ex. health, micro-credit, grants, food, etc.);
- Workshop style meetings with partners;
- Focus groups and individual meetings with beneficiaries and other stakeholders;

Meetings and workshops will focus on purpose-level objectives and related indicators articulated by the evaluator and program staff at the beginning of the evaluation trip (see next paragraph).

Approach

Mercy Corps' program was developed and funded prior to the Agency's emphasis on results-oriented program designs and the development of PVC's Strategic Plan. *At the time of this evaluation, the PVC Strategic Plan is not public, so the evaluation has been based on the approved DIPs for each entity (four countries and headquarters).* The data from all PVC funded programs is critical to PVC's ability to report on achievements against the Office's Strategic Plan. Until all current PVC-funded programs have made the transition to a more results-oriented project plans, it will be necessary for the evaluator to conduct a team-planning meeting with Mercy Corps and local partners at the beginning of each evaluation trip in order to:

- refine and consolidate the purpose-level objectives and outputs into a set of results-oriented objectives; and
- ♦ Agree upon a set of appropriate indicators against which the evaluation will assess the achievement of project results outlined in the SOW and will be judged. And where necessary, identify criteria for judgement.

Methodology

The evaluator will refer to the above mentioned participatory information collection methodologies and will :

- ♦ assess the appropriateness of using each of these data collection approaches,
- ♦ document data sources when applying each methodology, and
- ♦ provide, a copy (electronic or paper) of all primary data collected and analysis performed.

V. EVALUATION ISSUES AND QUESTIONS

Some terms require clarification in the context of this evaluation. These include:

- Civil society: Mercy Corps' working definition of civil society reads "Civil Society is both the process and result of civic organizations, government and business interacting in such a way that is participatory, accountable and includes mechanisms for peaceful change, all of which contributes to the creation of more secure, productive and just communities." The evaluation team notes that this definition differs somewhat from others because it includes both government and the private sector as key actors in civil society.
- Partners: Each Mercy Corps country has a somewhat different definition for what connotes a partner organization. In Indonesia, for example, "partners" are what many people would classify as "grantees." However, due to translation issues in the local language, Mercy Corps has chosen to use the word partners for grantees. This is because the government has been using the term grantee for a long time and thus this word engenders a sense of skirting regulations and behaving in ways that do not promote accountability. Mercy Corps has found that by calling grantees "partners" the spirit of their relationship has been much

more conducive to transparent and accountable practices.

*Note: the following questions came directly from the USAID format for a final evaluation SOW. Everything USAID had in its format has been included. Mercy Corps has slightly modified the order and highlighted new questions in red.

A. Program Implementation

A few issues and questions will help determine success in overall program implementation, including the involvement and effectiveness of local partnerships in the program planning and implementation process and the degree to which Mercy Corps met its original objectives. Furthermore, the evaluator and team will:

- Identify major **successes, constraints and unanticipated effects that relate to each DIP objective**;
- Assess the effectiveness of **models, approaches and assumptions** that the project has employed and look at whether or not their use has been expanded or institutionalized;
- Identify and cite **lessons learned and recommendations** (programmatic, management, partnerships, institutional strengthening, etc.), as well as efforts to disseminate and apply that information elsewhere.

The team will also assess program progress toward **sustainability** by:

- Identifying program elements that Mercy Corps and/or partners intend to sustain, indicators to measure progress on this, achievements to date, and prospects for post-grant sustainability.
- Identifying any cost-recovery mechanisms and whether or not they are working or can be expected to work.

1. Status of partnerships:

Explore the status of Mercy Corps and its partners' partnerships with local NGOs, CBOs, government and business. Create a chart that helps categorize local level partners that have been involved in the project (sectors, fields, etc.). Further issues/questions should include:

- ◆ Was there an MOU, sub-grant, contract, etc. signed?
- ◆ What were the roles and responsibilities (including decision-making) in partnership?
- ◆ Does Mercy Corps have a partnership policy and approach to assessing potential partners?
- ◆ Did Mercy Corps do a formal assessment of local partner capacity and develop plans to build their capacity?
- ◆ What were the major constraints to effective partnerships?
- ◆ Has the project increased the local partners' access to information technology?
- ◆ What is the local partners' satisfaction with the partnership?
- ◆ What was the local partners' involvement in local networks or with intermediate service organizations? What effect did this participation have on the capacity of local partner?
- ◆ Did local partners have fiscal autonomy or directly manage grant funds in the past year? If so, what degree of autonomy and how much funding did they manage?
- ◆ Document change in local partner capacity.

2. Assessment of progress based on **program planning matrices:**

- ◆ Based on the detailed implementation plans (DIPs) from all entities determine to what degree **program objectives** have been met (totally, partially or unattained). This information should be presented in matrix format by listing each objective and key outcomes at the effects and/or impact level
- ◆ Clarify degree of familiarity and involvement of field with creation and implementation of the DIP, project design, implementation plan and monitoring and evaluation plan and

data.

B. Management Capacity/Institutional Strengthening

Mercy Corps recognized at the end of its first USAID/PVC Matching Grant (1996-1999) that it still needed to spend more time on strengthening a range of institutional capacities for implementing and managing civil society activities within its programming around the world. The first MG helped Mercy Corps progress tremendously in the design, implementation and management of civil society programming, but the second MG has provided the final push to truly institutionalize quality civil society programming at Mercy Corps. Over the past six years Mercy Corps has come to understand the time-intensive nature of infusing an international organization – which includes a wide range of cultural contexts and broad distances between headquarters and field offices – with a functional common vocabulary, vision and mission in regard to civil society programming. A look at Mercy Corps milestones in civil society programming shows that in the year 2000, an explosion of activity around the Mercy Corps world occurred – this was a full four years after the official Civil Society Program had begun at Mercy Corps. Civil society activity and awareness has continued to increase among Mercy Corps staff and local partners. Demand for technical assistance from headquarters has risen, as have field-initiated trainings and projects.

With all this in mind, Mercy Corps would like to explore a number of institutional issues that will help demonstrate a change in capacity at Mercy Corps due to the MG. These questions are relevant both at a headquarters and a field level and thus should be adjusted, depending on which level the team is evaluating.

1. Strategic Approach and Program Planning at Headquarters – Assess changes in Headquarters' capacity to:

- Manage the planning process – program renewal, strategy integration, project design;
- ◆ Ensure program continuity through the hiring and retention of qualified staff in HQ and in the field;
- ◆ Address over-arching program issues of replicability, scale-up, sustainability;
- ◆ Use performance data to forecast emerging trends and develop strategic plans;
- ◆ Fulfill reporting expectations of USAID, including the submission of DIPs for HQ and 4 countries;
- ◆ Promote a culture of effective documentation through reporting guidelines for field offices in order to monitor progress towards program objectives and the encouragement of case study development;
- ◆ Provide adequate technical assistance to and oversight of field activities through regular field visits and other types of support.

Strategic Approach and Program Planning in the Field – Answer the following questions regarding field involvement or leadership in the following areas (as well as relevant changes in capacity to lead strategic planning and management):

- Did Mercy Corps field staff take leadership in coordinating with USAID mission and other development partner programs, including national and local government agencies?
- ◆ Did Mercy Corps field offices engage in advocacy activities with local partners? If so, include the issues, goals, partners and results.
- ◆ Based on the history of violent conflict in both Indonesia and Tajikistan, did Mercy Corps undertake activities in conflict prevention, mitigation, resolution or post-conflict transition? Did Mercy Corps have a contingency plan to ensure the safety of program staff and program continuity?
- ◆ Did the field staff increase its capacity to take leadership in program strategic planning and management? If so, in what ways?

2. **Monitoring and Evaluation** – Overview of the effectiveness of the project's M&E system, including:

- ◆ How sustainable is the project's M&E system?
- ◆ Has project staff capacity to monitor and evaluate increased in the course of the project? Did the staff properly use the DIP as an M&E tool?
- ◆ Did the project establish results oriented objectives and valid indicators for the technical interventions and the capacity building components of the project? Similarly, did the project collect useful baseline data, make realistic plans to collect end-of-project data and analyze differences? Did the project use all this information to improve management of the project?
- ◆ Did Mercy Corps act on recommendations from the mid-term evaluation?
- ◆ Is there improved knowledge and skills of field staff on how to measure performance and analyze data?
- ◆ Has Mercy Corps used the MG to develop a sustainable capacity within the organization to monitor and evaluate program effects and impact? Have they fostered self-analysis/evaluation (both quantitative and qualitative) in country programs that leads to refined programming? Have they conducted periodic review of performance data by project personnel and taken actions as a result of that review?
- ◆ Has Mercy Corps institutionalized M&E systems developed with MG funds into other programs? What were the biggest constraints to improving M&E within Mercy Corps? Please provide recommendations for Mercy Corps and the PVC office for the future.
- ◆ Has Mercy Corps transferred M&E skills to local partners? Have local partners increased M&E of their own activities based on skills gained through this project? What changes have occurred in Mercy Corps' partners' capacities to measure program performance and impact? What would accelerate the capacity of partners to document performance?

3. **Management Systems** – comment on some key elements of the programs' management systems:

- ◆ **Financial Management:** Are adequate financial monitoring systems in place? Has the program leveraged additional resources (beyond the match)? How cost-effective is the technical approach?
- ◆ **Information Management:** Comment on the utility and timeliness of Mercy Corps' required reports. Has Mercy Corps developed, disseminated and used "lessons learned" from the project? What types of information technology has Mercy Corps used within the project framework?
- ◆ **Logistics:** Comment on the adequacy and timeliness of Mercy Corps' material inputs.
- ◆ **Supervision/Human Resources:** Assess if there was sufficient staff with the appropriate technical and management skills to oversee program activity at both headquarters and in the field program.
- ◆ **USAID Management:** Comment on USAID's oversight and backstopping of the cooperative agreement.
- ◆ **Lessons Learned:** Cite major management lessons learned and recommendations.

V. TEAM COMPOSITION AND PARTICIPATION

The evaluation team will consist of a team leader, who is an independent contractor for the PVC office, a Mercy Corps headquarters civil society staff member, and the Mercy Corps field civil society program manager for each respective country to be evaluated. Civil Society staff in each country, as well as representatives from local partners organizations, will participate in, support and help organize the evaluation. Furthermore, Mercy Corps staff members that were not Matching Grant staff will review and comment on the

evaluation results and analysis. It is important to note that during the course of the grant, Mercy Corps experienced turnover with key staff. In order to ensure institutional memory, some former staff will be interviewed as a part of the evaluation.

The team leader will have following primary responsibilities:

- Propose appropriate methodology for each part of the evaluation in order to understand both internal Mercy Corps lessons and impact and external beneficiary lessons and impact;
- Create evaluation materials when necessary (surveys, questionnaires, etc.) and with participation of Mercy Corps civil society staff;
- Lead most evaluation sessions (focus groups, workshops, meetings) with the support of Mercy Corps staff as co-facilitators when appropriate;
- Conduct key informant interviews by phone and in person with a range of Mercy Corps staff;
- Develop recommendations for Mercy Corps and PVC future programs;
- Write the final evaluation report;
- Conduct a final debrief session with Mercy Corps civil society staff (can be arranged by telephone if necessary).

Requirements:

- No specific language requirements apply. Ability in Russian or Bahasa Indonesia would be a plus.
- The evaluator must have experience conducting evaluations to USAID standards, as well as practical knowledge of a variety of evaluation techniques (process and impact, quantitative and qualitative).

Mercy Corps staff will provide logistical support for all field activities and will actively participate in all aspects of the evaluation.

Short Bios for key Mercy Corps members of evaluation team:

Mara Galaty, based in headquarters, has been the Director of Civil Society and has managed this Matching Grant for the last two years. In addition to daily management and implementation of Mercy Corps' USAID/PVC Civil Society Matching Grant, Ms. Galaty is responsible for supporting the strategic integration of civil society activities into all Mercy Corps programs. This involves the provision of technical assistance as well as other activities and efforts to strengthen the capacity of Mercy Corps to implement civil society programs worldwide. Ms. Galaty has worked in international development for 15 years, with experience in program design and management, policy change, parliamentary mechanisms and regional networking. Ms. Galaty holds a Master's in International Affairs and Economics (Social Change and Development) from the John's Hopkins School of Advanced International Studies (SAIS).

Sarah Buckley is the Program Officer for Civil Society based in Portland, Oregon. Prior to working with the Civil Society unit, Ms. Buckley was the Human Resources assistant in Mercy Corps. She holds a BA in International Relations and Asian Studies from Bowdoin College and has worked and studied in Sri Lanka. In addition, Ms. Buckley has valuable experience in building the capacity of domestic non-profits for advocacy and lobbying initiatives. Ms. Buckley provides administrative and general support to the Civil Society Program.

Graham Craft is Mercy Corps' Senior Program Officer for New Initiatives. He is the point person at Mercy Corps' Home Office for strategic new initiatives, including new program development and the design and implementation of an agency-wide design, monitoring and evaluation system (DM&E). Mr. Craft provides technical assistance to field offices on program design, office start-up and implementation of DM&E activities. Having worked with Mercy Corps since 1999 in the field and HQ, he is well acquainted with the implementation, monitoring and evaluation of MC and USAID programs. Most recently, he conducted an

internal evaluation of a USAID-funded Mercy Corps Serbia community revitalization program. Mr. Craft has an M.A. in International Relations from Carleton University in Ottawa.

Rick Sorensen has been with Mercy Corps in the field and in HQ for over seven years. He is currently Mercy Corps' Controller, responsible for corporate financial reporting, including training, communications, oversight of field financial reporting and recording, compliance, adherence to budget, reporting to grantors, and internal accounting control. This includes responsibility for financial reporting on the Civil Society Matching Grant. Mr. Sorensen possesses 18 years of accounting experience, including overseas management and consulting, public accounting and private industry. He offers a strong history in international field and headquarters finance as well as in UN, U.S. government and private grant management.

Other key Headquarters staff to include for feedback:

Nancy Lindborg, Executive Vice President of Mercy Corps, provides supervision and executive oversight of the Civil Society Program. Ms. Lindborg is based in Mercy Corps' Washington, DC office and plays a key role in overall strategic planning and program development as well as policy development and advocacy. Ms. Lindborg has over twenty years of experience in the private and nonprofit sectors and a Masters in Public Administration/International Development from the John F. Kennedy School of Government at Harvard University.

Kim Johnston is the Director of Operations for Mercy Corps, with operational management responsibility for the Civil Society Program. Ms. Johnston is based in Mercy Corps' Headquarters office in Portland, Oregon. She is responsible for overseeing all of Mercy Corps' civil society programming, including strategy development, Matching Grant management, and new program design. Ms. Johnston has worked in international development for 15 years in management positions with international organizations in both the field and headquarters. She has a Masters of Science in International Development Management from the School of International Service at American University.

Leslie Jones is the Latin America Program Officer. Ms. Jones has extensive experience in Latin America having worked with Mercy Corps, World Neighbors, and a local Nicaraguan NGO. Her field experience includes both emergency relief and community development programs in health, agriculture and the environment. In addition, Jones has specialized skills in participatory methodologies for program development, implementation and evaluation. She has worked on various programs, providing home office program management in the United States and technical support in the field. She has a comprehensive understanding of issues related to Latin America and is currently serving as the Latin America Program Officer for Mercy Corps. She has an MSc. in International Agricultural Development from the University of California at Davis with specializations in international health, gender and the environment.

Mark Ferdig is Mercy Corps' Program Officer for a diverse portfolio of countries, including Indonesia. Mr. Ferdig's experience includes managing Mercy Corps' programs in Asia and Africa, backstopping eight programs and grants from the U.S. and E.U. governments, and maintaining relations with external agencies. More recently, he has participated in project design and proposal development for six programs and is facilitating organizational development plans for all of Mercy Corps. Mr. Ferdig has field experience in West Africa and a Master of Environmental Studies, from Evergreen State College in Washington.

Nick Macdonald, Senior Program Officer for Central Asia, holds a BSc in Psychology and MA in Post-war Recovery Studies from York University in the U.K. Since graduating, he has worked in the Balkans for a variety of organizations in refugee support, including Group 484, IWGH, and Catholic Relief Services. With CRS, he served as Project Manager in Kosovo before the NATO bombing, Food and Non-Food Manager in Albania, and Deputy Humanitarian Aid Coordinator after the Kosovo bombing, including all aspects of logistics, distribution and rapid rollout operations. Most recently he was working for Mercy Corps in

Indonesia managing conflict response programs before taking his current position as the Program Officer for Central Asia at Mercy Corps' headquarters in Portland, Oregon.

Karen Scriven is the Director of New Initiatives. Ms. Scriven has over ten years of international development experience encompassing donor relations, project management, research and implementation. As Director of New Initiatives, Scriven coordinates crosscutting program issues, such as program indicators, monitoring and evaluation design, and the sharing of best practices and lessons learned from Mercy Corps' programming worldwide. Scriven provides expert technical assistance in the identification, assessment, and efficient and effective launch of new international development initiatives. She possesses excellent interpersonal and negotiation skills and has proven supervisory, organizational and leadership abilities. With over eight years of experience managing USAID cooperative agreements and grants, Ms. Scriven has recently conducted an evaluation of Mercy Corps' USAID-funded East Georgia Community Mobilization Initiative.

Key Civil Society Field Staff:

Indonesia:

Peter Morrison has been Civil Society Program Manager in Indonesia since late last year and has worked for Mercy Corps since March 2001. Before joining Mercy Corps, he worked with the World Bank (in basic education), Save the Children US (local NGO development), and as a Peace Corps volunteer (municipal planning) in various Pacific island countries. He holds a M.Sc. in social development planning from the London School of Economics.

Ichsan Nurbudi has been the Civil Society Program Assistant for Mercy Corps Indonesia since September 2001. He holds a B.A. in agriculture from the University of Tanjungpura, West Borneo. He has mostly worked in community development in rural areas in his previous work with GTZ and Indonesian NGO Agromitra

Mahfirlana Mashadi is the Civil Society Program Officer for Mercy Corps Indonesia, based in Jakarta. She holds a diploma from the Faculty of Social and Political Sciences of the University of Indonesia and is pursuing a degree in economics from the same university. Before joining Mercy Corps last year, she was involved in the development of the cooperative movement in Indonesia (including Young Co-operators) while working as a program officer for the Canadian Co-operative Association.

Tajikistan:

Bryony Martin is the Civil Society Program Manager in Tajikistan supporting human rights and peace building initiatives. Last year she worked as Gender Coordinator in Afghanistan with women's income generation projects and emergency relief programs with IDPs. Before this she worked in Haiti and Sri Lanka in rural development and capacity building. She holds an MSc in International Development Planning.

Davlatmo Usufbekova is the Civil Society Program Associate in Tajikistan. She has seven years of experience in the non-profit sector; and has experience in grassroots community organizing, advocating for policy change and training for local government officials. Before this she worked many years with local government. She holds a degree in Ethnography from the University of Dushanbe.

Gary Burniske, Country Director-Tajikistan, has strong capabilities in program design, implementation, monitoring and evaluation in complex programs employing cross-sectoral approaches. As Chief of Party, Alternative Development Program – CARE, Lima, Peru. He honed his skills in managing large, multi-disciplinary teams and large budgets(US 27M). While serving as Country Director for the Institute for Sustainable Communities (ISC). Moscow, Russia, he was responsible for directing all programs throughout the Russian Federation, fostering excellent relationships with government counterparts, NGO partners and

CBOs. Mr. Burniske is knowledgeable on USAID programmatic and administrative/financial requirements. Gary is fluent in Russian, which serves him well in his capacity as Country Director for Mercy Corps Tajikistan.

Honduras:

Carlos Soto Dubón is Mercy Corps' Civil Society Project Manager in Honduras. Mr. Soto has worked for several years on Honduran development issues, ranging from training grassroots organizations and NGOs on new Honduran Justice Procedures to conflict management programs. Since July 1997, Mr. Soto has worked with Mercy Corps on civil society development, training communities, building networks and running public information campaigns. Mr. Soto has a Bachelor of Science in Mathematics from the Universidad Nacional Autonoma in Honduras.

VI. EVALUATION SCHEDULE

Mercy Corps proposes the following evaluation schedule, allowing for flexibility based on the availability of the team leader and based on the need to evaluate programs on-site in Honduras and Nicaragua.

Timetable

October 14-16 (or two and a half working days in that week)

Mercy Corps, USAID and team leader agree upon Scope of Work (SOW) and begin development of evaluation instruments

October 14-31 (up to five working days)

Team leader reviews documents, works on evaluation instruments and conducts key informant interviews with Mercy Corps staff by telephone

October 17 (one half working day)

Evaluation of Washington DC offices (Mara Galaty and Nancy Lindborg and others as available)

October 20-23 (four working days including travel days)

Evaluation of Portland offices (Mara Galaty, Sarah Buckley, Kim Johnston and others)

November 3-12 (ten working days including travel days)

Evaluation of Nicaragua and Honduras programs *if necessary*

November 16-27 (ten working days including travel days)

Evaluation of Tajikistan Program (Sarah Buckley, Bryony Martin and others)

December 2-5 (four working days)

Team leader prepares draft report on Headquarters and Tajikistan and Honduras and Nicaragua

December 6 (one half working day)

Debrief with Mercy Corps staff either over the phone or in person in DC

December 7-20 (twelve working days including travel days)

Evaluation of Indonesia Program (Mara Galaty, Peter Morrison and others)

December 26-31 (four working days)

Team leader prepares full draft report

January 5 (one half working day)

Team leader debriefs with USAID

January 6-15 (eight working days)

PVC and Mercy Corps review draft

January 18-22 (five working days)

Revision of report draft by team leader, including duplication of final report and delivery to PVC

January 25 and following

PVC transmittal of final report to Mercy Corps

PVC and Mercy Corps agree on action points

PVC and Mercy Corps agree on implementation schedule

Key Informant Interviews:

The team leader will seek first-hand information from Mercy Corps headquarters and the field about the civil society program and related progress. Many of these can be conducted by telephone, while others may be more convenient to hold when the evaluator is on site. Key staff to interview includes:

1. Headquarters:

- Neal Keny-Guyer, Chief Executive Officer
- Nancy Lindborg, Executive Vice President
- Eells Culver, Senior Vice President
- Steve Zimmerman, Chief Operations Officer
- Kim Johnston, Director of Program Operations
- Mara Galaty, Director of Civil Society
- Rick Sorensen, Controller
- Sarah Buckley, Assistant Program Officer for Civil Society
- Stephen Claborne, Director of Program Operations
- Mark Ferdig, Program Officer for Indonesia
- Nick Macdonald, Program Officer for Central Asia
- Leslie Jones, Program Officer for Latin America
- Lynn Renken, former Program Officer for Central Asia
- Kati Moseley, Health Project Officer

2. Former Civil Society and Other Staff

- Kim Maynard, former Director of Civil Society (first Matching Grant)
- Lowell Ewert, founder of Civil Society desk
- Enrique Roig, former Director of Civil Society Initiatives (used to be a separate position to the Matching Grant management)
- Anna Young, former Program Manager, Maluku, Mercy Corps Indonesia

3. Indonesia

- Tom Hensleigh, Country Director
- Peter Morrison, Civil Society Program Manager
- Owais Parray, Project Manager, Grants Project
- Cathy Rothenberger, Director of Programs
- Paul Majorowitz, Program Manager, Maluku
- Dayna Brown, NGO Development Officer
- Mahfirlana Mashadi, Civil Society Program Officer

- Ichsan Nurbudi, Civil Society Program Assistant
- Ren Obrigewitch, Finance and Administration Manager

4. Tajikistan

- Gary Burniske, Country Director
- Bryony Martin, Civil Society Program Manager
- Beverly Koski, Director of Programs
- Scott Sherman, Senior Finance Manager
- Davlatmo Usufbekova, Civil Society Program Associate
- Darya Bournasheva, Ishtirok Project Manager

Small group interviews and focus groups will occur at headquarters and in the field with beneficiaries and partners, including:

1. Headquarters

- Program department personnel who have received technical support from the civil society team
- Resource development personnel who have worked closely with the civil society team

2. Indonesia

- Grantee organizations in Jakarta and in Ambon (if the evaluation goes to the Maluku)
- Program department personnel who have received civil society training and/or technical support

3. Tajikistan

- Representatives from the National Association of Business Women (NABW)
- Representatives from the National Association for the Disabled of Tajikistan (Dilsuz)
- Representatives from citizen working groups
- Program department personnel who have participated in the civil society working group and who have received civil society training and/or technical support

VII. REPORT FORMAT AND DISSEMINATION

This scope of work will serve as the outline for the body of the report. However, the report itself should focus solely on short analyses of the situation and then lessons and recommendations for the future. The report will be no more than 20 single-spaced, typewritten pages. In addition to the main body, the report will include:

- Title Page
- List of Acronyms
- Executive Summary (under 5 pages)
- Table of Contents
- Appendices as needed and appropriate (unlimited number of pages for appendices)

The draft evaluation will be provided to the PVC office within three weeks of the team's return to the United States from Tajikistan. Once the draft is near completion, the team leader will first debrief the PVC office and then Mercy Corps. Upon submission, the PVC office and Mercy Corps will have two weeks to review the draft and comment on it. These comments will be submitted in writing to the team leader for revision in the final report. The team leader, in consultation with other team members, will prepare and submit ten copies of the final evaluation report to PVC within five working days of receipt of the commentary.

VIII. BUDGET

Travel

International Roundtrips

Team Leader

Washington to Jakarta		\$	1,100.00
Washington to Tajikistan		\$	1,100.00
Washington-Nicaragua-Honduras		\$	1,000.00

Mercy Corps Staff

Portland to Jakarta		\$	1,100.00
Portland to Tajikistan		\$	1,100.00
Portland-Nicaragua-Honduras		\$	1,000.00

In-country Roundtrips

Maluku-Jakarta	\$450/ticket	\$	900.00
Khojand-Dushanbe	\$120/ticket	\$	240.00
Nicaragua transport to Jinotega		\$	200.00

Domestic Roundtrips

Washington to Portland		\$	350.00
Portland to Washington		\$	700.00

Subtotal \$ 8,090.00

Per Diem

Team Leader

Portland	\$ 110.00	4	\$	440.00
Tajikistan	\$ 50.00	10	\$	500.00
Indonesia	\$ 50.00	10	\$	500.00
Nicaragua/Honduras	\$ 100.00	10	\$	1,000.00
Subtotal				\$ 2,440.00

Miscellaneous Costs

translation in field	\$ 100.00	8	\$	800.00
Communications and Postage			\$	150.00
Report Duplication			\$	70.00
Field costs (focus groups, etc.)			\$	400.00
Subtotal				\$ 1,420.00

Total \$ 36,730.00