

Appendix 10

Sample Program Review/Exit Memo (Bosnia 1999)

Exit Report

To: Ken, Jean, Susan, Rob, Dana, Chrissy, NDI CEE Team, S&E Team

From: David Sip

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Bosnia-Herzegovina Citizen Participation Program Civic/Political Education, Organizing, & Coalition-Building

I. Summary

In the cities of Tuzla, Banja Luka, and Mostar in Bosnia-Herzegovina (BiH) the National Democratic Institute for International Affairs (NDI) is continuing assisting in the creation and development of a national level Bosnian NGO from what was formerly NDI's Civic Participation Program. The work of the Bosnian NGO, the Centers for Civic Initiatives (CCI) is to: strengthen public awareness; develop local organizing and advocacy efforts; and develop an advocacy oriented coalition on the national level. CCI's program areas came out of the work that NDI local program staff had been conducting through NDI's Civic Participation Program.

Although the evolution of CCI as an organization is an interesting story and process in and of itself, the evolution of NDI's Civic Participation Program, from which CCI sprang, also merits attention and explanation. This exit report will focus on the development and evolution of NDI's Civic Program in BiH.

II. Background & Introduction

In November 1995, the Dayton Agreement and its annexes formally established structures, institutional roles, and recognition of democratic principles in Bosnia-Herzegovina (BiH). In addition to these institutional prerequisites, however, a functional democracy requires an active citizenry. *With the goal of increasing the level of civic awareness and participation among citizens* of BiH, NDI conducted civic participation programs in three regions of BiH-in the Tuzla-Podrinja and Herzegovian-Neretva Cantons of the Federation of BiH, and in Western Republika Srpska.

When I joined this project in February 1998, there was much internal discussion about the values of conducting civic education and community organizing. Which was it? Education or organizing? Are we, as NDI's civic field staff, performing the work of professional educators or professional organizers? Or both? Coming into the project with a neighborhood organizing background as well as an ESL teaching background, and fresh from organizing a coalition of NGOs in Slovakia, I drew on the lessons learned from my own experiences, as well as those of past mentors and present colleagues.

Saul Alinsky, Myles Horton, and Paulo Freire are three leaders whose collective experiences serve to help shape and describe the model of education and organizing created and utilized by NDI's civic program in BiH.

Alinsky said that people are educated through the process of organizing. Yes, Horton would respond, but it is only through education that organization can be created.

Freire thought it impossible to organize without educating and being educated by the very process of organizing. Furthermore, he thought that we could take advantage of the process of organizing in order to develop a very special process of education.

The model was one that we continued to use, test, play with and mold into something that was appropriate for the needs of citizens in BiH. We began by organizing citizens around conducting civic/political education groups, and later incorporated community organizing into the program. We essentially took our combined experiences and blended into it the best we've learned from organizing models from WBG, Czech Republic, Slovakia, and Haiti.

The civic education sessions and organizing work were separate compartments in the beginning. Eventually, after much reassessing and reevaluating with the field staff, we developed a program model that staff was using that combined the best of civic/political education, organizing, coalition-building, and country wide network development. This rural organizing of local groups, and the subsequent networking of these groups at the regional and national level is what CCI continues to build on and develop even further.

The point of the model was, therefore, to provide a baseline beginning point, and to mold and adapt the model as appropriate. Even Alinsky had a notion of some model that he would use to create the Back of the Yards Neighborhood Council in Chicago.

Additionally, and perhaps more important, was to pay close attention to the realities of the current conditions and needs on the ground in BiH, as well as to be able to draw from the experiences of Ken Hashimoto and Nick Green, NDI's already-on-the-ground Field Representatives for the civic program. Hashimoto and Green had been directing and leading NDI's civic program in BiH since early in 1997, a full year before I joined them.

We began building our base by organizing small groups (10-20) of citizens in over 60 villages around topical education discussion cycles. The groups were culled from local communities associations, pensioner groups, veterans associations, youth groups, women's associations, and refugee/displaced persons groups, and other interested citizens in the villages. The topics of discussion ranged from individual rights to power and organizing.

These meetings gave us the opportunity to both build a wide base for the future organizing efforts, and also presented the opportunity for us to further assess the level of the community's commitment to creating change through organizing. Starting with thirty field staff covering a broad and wide area across the country, allowed us to evaluate and reassess whether to sink further resources into certain groups, or whether to exit intense working with groups, but keep

them involved for future broad-based mobilization efforts. We thought of it as a funnel with a wide opening at the top, and narrowing and filtering down gradually to less.

III. Program Goals and Objectives

NDI's original civic proposal to USAID (in October 1996) stated the following:

This program (Civic Forum) intends to promote citizen participation in the political process by providing information and real opportunities for collective examination of democratic issues.

In 1997, the goals of NDI civic program were to encourage Bosnians to participate in political life, especially within their own communities, and to enhance their confidence in a democratic political system. Specifically, the objectives of the program were to:

**increase the civic program participants' knowledge of key democratic principles, structures and processes;*

**develop civic program participants' skills to engage more effectively in political processes;*

**inspire in civic program participant's an attitudinal shift that their participation in the political process can have a positive effect;*

**train a core group of Bosnian educators to illustrate to civic education participants the behavior necessary to actively participate in their communities and in the political process;*

**train a core group of Bosnian organizers to assist Bosnian citizens and local NGOs in defining and implementing grassroots, local level, issue-based advocacy and organizing campaigns.*

IV. Program Design & Process

In each of these three regions (Tuzla-Podrinja Canton, Western Republika Srpska, and Herzegovina-Neretva Canton), NDI hired, trained, and supervised the work of thirty Bosnian organizers who assembled over 270 groups of citizens in 34 municipalities in both entities of Bosnia and Herzegovina. Conducting regular house-style meetings, the Bosnian organizers worked with citizen groups to impact their knowledge of the Bosnian system of democracy and their participation in it. This was the process used to begin building a broad base of citizen participation with the intention of reactivating this broad network for future mobilization efforts depending on the conditions and opportunities.

Beginning to work with an extremely high number of groups to begin with, we knew that we would lose many through attrition. Some groups would not want to work any further, some were not appropriate to continue working with, and others lost interest. The organizers later worked to assist the more motivated groups of citizens conduct local issue based advocacy campaigns. Over 40 citizen groups throughout the country have begun campaigns of this type. This was the winnowing down process we used in order to determine where to best sink our resources in an intensive way.

In July of 1998 the organizers initiated four regional coalitions of nongovernmental organizations, citizen groups, youth groups, women's associations and activists drawing from the broad network to monitor the voting and counting in the September 1998 BiH elections. Four regional coalitions, based from Tuzla, Banja Luka, Mostar, and Sarajevo, engaged over 135 Bosnian organizations to form a national network.

The work of the coalitions was to recruit and train a network of local citizens who would act as official monitors of the polling stations during the two days of voting, and observe the counting processes afterwards. The coalitions recruited nearly 3,000 citizens; enough observers to cover over one-half of all the polling stations around the country; resulting in the largest citizen mobilization effort in post war BiH.

The coalitions produced four regional and one national level report based on the direct observational findings of the polling station monitors. After the elections, the regional and national coalitions began to focus on continued advocacy on electoral and other nonpartisan issues such as the development of a permanent election law in BiH.

Also in July of 1998, NDI's Bosnian staff members established the Centers for Civic Initiatives (CCI) a Bosnian non governmental organization, which works to stimulate and encourage effective citizen participation in the democratic and political process. CCI is operating as a national organization with three site offices: Tuzla, Banja Luka, and Mostar.

On April 1, 1999, NDI entered into a formal cooperative agreement relationship with CCI. The cooperative agreement provides CCI with base funding and organizational development consultative services through the end of 1999.

V. Methods, Impacts & Outcomes (Intended and Unintended)

Methods: The field work of the staff consisted of conducting their education and organizing efforts in villages ranging from populations of 500-10,000 – mainly rural settings. Staff worked with a broad scale of citizens, associations, and NGOs in order to build new citizen groups willing to acquire knowledge and skills, and change attitudes and behaviors.

All staff members were trained in facilitating citizens in political discussion groups; conducting baseline assessments and analyzing community power; developing and

implementing surveys; identifying issues; planing strategy and building networks, coalitions, and partnerships. All basic tools of community education and organizing.

Staff first conducted a baseline assessment of the town or village that was being considered as a target area of their work. The assessment consisted of conducting interviews with community/political leaders as well as conducting research of the existing organizations in the area.

Once a determination had been made to work in a particular town or village, the staff member would begin to seek out people within the community who would be willing to commit some volunteer time into being the point contact person for the area. This person was called a Volunteer Local Coordinator. Essentially, the VLC would be the person who could assemble a group of people for purposes of forming a discussion group.

When a core group was assembled, the staff member would begin to conduct political/civic education discussion cycles. In the early part of NDI's civic program, each group would participate in several discussion cycles. The topics for discussion were:

- Organization of Small Groups and Processes/Individual & Human Rights
- Significance and Process of Municipal Elections
- Structure of Government/Accountability of Elected Officials
- Role of Media & Political Parties in a Democracy
- Role of Citizens & NGOs in a Democracy
- Power & the Organizing of Citizens

When the cycles were completed, staff would conduct an evaluation, and the group would discuss whether they were interested in continued involvement by beginning to discuss and organize around local issues. If so, the group participated in designing and conducting community surveys; issue identification; strategy/action planning and implementation of their plan.

Intended Outcomes and Impacts:

In Banja Luka alone, the staff organized and conducted their citizen participation efforts with 46 informal groups of citizens. Additionally, staff worked with 42 NGOs and Citizen Associations including 11 women's association and 5 youth associations. These program efforts covered 20 municipalities mostly in Western RS.

Those municipalities are: Banja Luka; Prijedor; Laktasi; Srpski Sanski Most; Krupa na Uni; Novi Grad; Kozarska Dubica; Gradiska; Srpska Kostajnica; Knezevo; Srbac; Prnjavor; Kotor Varos; Celinac; Ribnik; Mrkonjic Grad; Sipovo; Jezero; Teslic; and Doboje.

Conservative estimates show that staff has worked with 1,000 citizens directly with over 5,000 citizens being indirectly impacted through materials distributions.

Unintended Outcomes and Impacts:

- **Working with NGOs, Youth Groups & Women's Associations:** When I joined the project, additional BL staff members were hired to be trained as community organizers, and at the same time, the BL staff conducted an assessment of their work and how they would like to shift direction. Through their program work, four of the staff members had previous relationships with several formally registered NGOs, six women's associations, and four youth groups. In fact, some of these organizations were created from NDI's programmatic work..

Staff expressed a desire to continue working with these groups even though the groups had been through all of the discussion cycles. Their continued work amounted to assisting these groups with their organizational development issues. Primarily the work consisted of assisting with formal registration, drafting of statutes, reviewing funding proposals and assisting in getting these proposals funded. Although it was not the most systematic way of conducting organizational development work, it was important to continue working with these groups, building and maintaining the relationship begun earlier. These groups became important participants in future coalition work.

The staff initiated and organized several preliminary regional coalition meetings, starting with the women's associations and adding the youth groups at a later time. These meetings were some of the earliest indications that organizations were interested in holding joint meetings for informational purposes. These meetings provided the testing ground for whether they would be willing to work together for project related or advocacy purposes, and they became the base for the RS's regional coalition work.

- **Training of Trainers (Krug D):** While four members of the staff in BL focused on organizational development and networking, three other staff members designed a small scale training of trainers program called "Krug D" or Circle of Democracy. These staff members realized that they could both extend their reach to new groups and do something more sustainable by passing on to community members the skills needed to conduct the work of organizing groups. This was a more deliberate model of leadership development.

The three recruited 24 community members from various municipalities of Western RS, and trained them to organize and conduct discussion education cycles. The three staff provided the 24 with initial training and on-going mentoring. This piece of BL's program created both a model of a T of T program, as well as a small cadre of community trainers who were instrumental in carrying out the recruiting & training piece of the domestic monitoring effort and coalition work.

This model also served to remind staff and myself that this is the way we should be working; training others to perform this work, thus making sure that we are leaving our learning, experiences, and methods behind. Even if we are not using a training of trainers

model, each staff member working in the field should be deliberately transferring their skills and knowledge to local citizens in order to encourage leadership to develop. Then we need to continually challenge citizens to go beyond the bounds of their skills and knowledge. Myles Horton called this a "two-eye" approach. Keep one eye on where people are and the other on where they could be.

- **Domestic Monitoring:** This work was not part of the original proposal, but presented an opportunity for NDI's civic program staff to participate in another aspect of citizen participation. This had the effect of broadening their skills, experiences, and abilities by having them design the model, conduct the recruiting and training of polling station monitors, and provide a final evaluative report. It also had the effect of broadening the public reputation of NDI's (and later CCI's) civic program work.
- **Coalition-Building:** The first domestic monitoring effort in 1997 was the first time that NDI specifically worked with another local organization in order to accomplish the work. The four staff members in BL who began to organize coalition meetings for the several youth groups and the women's associations followed this.

The 1998 elections presented an opportunity for NDI to organize four regional loose-based coalitions made up of the many citizen's associations, youth groups, women's associations, and NGOs. The four regional coalitions were based out of Tuzla, Banja Luka, Mostar, and Sarajevo. This effort created and furthered CCI's relationships with over 150 local organizations around the country. Presently, CCI is working more strategically with the coalitions to work on the electoral law issue. Through this work, there is hope that the coalition will participate in advocacy work as well as other forms of citizen participation.

- **CCI:** The formation and development of the Centers for Civic Initiatives is yet another unintended outcome of NDI's civic program. CCI was formed with former NDI staff, and is developing into a recognized NGO performing citizen participation work all around the country. CCI (along with the Slovak organizations and CFED in Croatia) is one of the few local organizations created from NDI's civic work that was not born from domestic monitoring or other election related work.

Just as CCI was not an "intended" outcome of NDI's civic program in BiH, the creation of CCI was not an inevitability of the civic program. It was an evolution of NDI's civic program. The creation of CCI (or other local organizations) also has little to do with sustainability. In fact, CCI as an organization may never be fully self-sustainable. The point is, we should not confuse creating an organization with sustainability. NDI can and does much by way of sustainability without leaving behind a formalized local organization.

VI. Stories from the Field

We Forgot Our Local Official: A group of citizens in a village of 500 in Western RS began to organize, conduct meetings and discuss problems in their community. These

meetings were attended by 10-15 people at first, and gradually grew to 30-40 people over time. Through these meetings, they decided that their burning issue in the village involved the repair of the water mill, which had been out of service for at least six years.

In order to mobilize community wide support for this issue (and to learn of other issues) the group designed a simple citizen survey, went door to door with this survey, collected and analyzed the results. They found that not only were many more people interested in fixing the water mill, but that many offered to help in some way, including donating small amounts of money.

The group organized and conducted a volunteer clean up of the river bed. The group contacted some local business people, who agreed to help them find a local company who could provide river-dredging equipment. They needed to dig around the river bend where the mill was in order to get just the right amount of flow back to the mill.

A small fundraising drive was conducted by a group of leaders going door to door asking for small donations. Enough money was collected to repair the pump; the river was dredged; and the mill restored to good working order.

*All of this well-planned and executed organizing work took place without any communication, without any meeting, without any type of confrontation, and in fact without the knowledge of any local public official.

Lesson Learned: After discussing this, the staff made the commitment to making sure that the citizen groups engage the local officials no matter what issue they were working on. Their goal would be to get some commitment from their official. In organizing, there must be some altering of the balance of power between citizens and public officials. In this example, there was no altering of this balance of power.

Lesson Learned: We cannot measure our success purely by our accomplishments or by what we get done. If we do, then this case would have been a resounding success. But in fact, this effort missed the whole point of organizing. The point is that organizing is a process by which people learn the tools needed to actively participate in a democracy.

Lesson Learned: NDI's civic program in BiH was conducting a wide variety of citizen participation work. Community organizing (altering the balance of power) was just one type of activity. Community development, advocacy, coalition-building, and civic education cycles being other activities. NDI's work was broad based, civil society development work, and did not focus solely on community organizing alone.

Canvassing the Village: A group of citizens in a village of 3,500 began to organize around the issue of improving their water supply. Water was no longer being pumped adequately to people's homes.

The group conducted some research, and determined what it would cost to repair their malfunctioning water pump which previously supplied water around to the village. They also identified someone in the village who could work on the pump and restore it.

A core group of seven organized a village "cavass" whereby they went door to door in an effort to raise the awareness of this and other issues, and to fundraise for the costs of repairing the pump. Within a two week period, they had collected enough money to have the pump repaired and put in good working order.

Lesson Learned: People can and do go door-to-door for purposes of implementing surveys, finding issues, and small-scale fundraising. We also heard many times over how it wouldn't work, but in fact it did work. Keep pushing. Keep trying new ways.

Clearing the Road: A group of citizens in a village of 4,000 began to organize around three separate issues. One of them involved repairing their network of roads. This village has seven official roads under their municipality's jurisdiction, and each road has a commission of people for decision-making purposes.

The first step was to secure the permission of all of the landowners, which was accomplished in a reasonably short period of time. When it could not be decided which road should receive priority and be developed first, the leaders put out a competition to the people. Which ever road was first cleared of rock, brush, and debris, would get priority. Volunteers worked for days clearing their respective roads in order to win the competition.

Lesson Learned: When motivated by self-interest, people will volunteer to do many things. Although the overall concept of volunteerism is quite different in BiH, there are many people who will volunteer their time and energy when they see that they will benefit from it.

VII. Observations, Recommendations & More Lessons Learned

Program Design, Implementation & Evaluation:

Most, if not all of these suggestions/recommendations are just common sense, and are likely (hopefully!) in some way institutionalized in most organizations in which we work. They are important to keep in mind, however, when establishing and opening an office, developing a field program, and training new staff, which is essentially what is expected of field representatives. In a sense, we are creating an organization from scratch including the recruiting, hiring, training, mentoring, and managing of staff who in most instances have never performed this type of work before. The management of a large staff (and the related administrative work) who are unaccustomed to this work will require the majority of a field representative's time and efforts.

1. Train Staff in All Aspects of Field Work:

The program in Tuzla and Banja Luka evolved in such a way that after staff was in place conducting discussion cycles for approximately one year or more, additional staff was hired to conduct organizing efforts. This required that the new staff be trained to perform different functions from existing staff. In Banja Luka, this had the effect of perpetuating "camps" within the office and of creating an atmosphere where the work of some staff was considered more important than that of others. It added to the "balkanization" of the staff. Eventually, we were able to reach a point where all the staff were trained and experienced in all aspects of field work and could perform the variety of duties required of them.

We eventually trained the staff in: facilitating civic/political education discussions; conducting baseline assessments and analyzing community power; developing and implementing surveys; identifying issues; planning strategy, and building networks, coalitions, and partnerships. Some of the staff received additional training in developing project proposals.

With the amount of ground we wanted the staff to be able to cover, there didn't seem to be much sense in having staff "specialize" in areas of either facilitation and organizing.

2. No Separation of Duties between Facilitators and Organizers:

This goes back to my first point, and has more to do with "titles" that staff was using more than anything else. Staff was clear that the different title meant that they were performing different functions, and it took a while for me to get the idea across that no matter what their title, they had to be able to handle all types of situations in the field. Often, staff felt that if they were "facilitators", then they were not competent to conduct action planning and assist a group to organize around local issues. Similarly, if an "organizer" was working with a group of citizens that wanted to conduct discussion cycles, the organizer's first reaction was to pass the group over to a "facilitator" instead of working with them through discussion cycles.

The Banja Luka CCI staff (once the NDI staff completed their work) felt it important for everyone in the field to work independently with citizen groups, and to be flexible in their work according to the needs of the group. All field staff needed to be able to facilitate discussion education cycles as well as help the group organize, strategize, and take action around local issues.

This was particularly important for the BL staff, who previously saw themselves as either **educators (facilitators)** or **organizers** but not both. With the reduction of staff members, they felt they could no longer afford to continue to work in teams, nor could they function as only educators or organizers. Instead, they determined that they needed to add to their bag of skills/experiences by becoming professional field staff capable of combining all aspects of education, political analysis, and organizing into their work with citizens. They needed to be able to respond in different ways in order to meet the needs of the group.

In Mostar, the entire staff was trained from the beginning in all aspects of field work, thereby eliminating the situation of having to hire staff add-ons and having them trained in a different task. It also made it easier for staff to transition with their groups from discussion to action.

3. Field Staff Work in Teams vs. Work as Individuals:

I felt that working in teams allowed people to hide behind the work of the team, and didn't encourage independent learning, experiences, and accountability. I also felt that staff could cover much more ground by working independently. It also made it difficult to evaluate the performance of each staff member. They wanted to be evaluated based on the performance of the work of the "team", not as individuals. Their writing of joint team reports further emphasized this. It became clear early on that within the teams, one person generally performed more work than the other did. One person was writing the reports, one person was the driver, and so on.

In order for staff to be evaluated individually, each member had to have an individual work plan developed and monitored. Additionally, each staff member had to have their own target areas (or target groups) in which to work.

That being said, working in teams initially is a good idea for staff to become comfortable in their new roles. They can learn from each other and gain confidence quicker when they are with a partner. There are also times when it is entirely justified to have people working in teams, i.e., when the political environment is such that working alone doesn't make sense. Just break them up sooner.

4. Conduct Regular Program and Staff Evaluation:

Evaluation (both program and performance) should be incorporated into the program from the beginning. Have staff participate in the evaluation processes from the beginning as well. Performance evaluations will continually challenge the staff to not only do their best work, but to grow professionally by helping them set their own goals. It also emphasizes staff members' accountability to each other, to themselves, as well as to their directors. Both performance and program evaluation will also help staff to take a critical look at their work and the impact of their work, and to make adjustments when necessary.

5. Clarify Timelines for Work:

In order to encourage the staff to work more efficiently, they should have a stated time frame in which certain work should be accomplished. The timelines must be flexible enough to allow for cancellations, postponements, etc., yet rigid enough to challenge the staff to continue to move forward.

6. Clarify Ways/Formats for Staff Reporting:

Work with the staff to establish a program regular reporting format. The reporting format should fit the program's goals and objectives, and will assist the staff when it comes time to conducting the evaluation. The timing of reports, the content, and the format takes on

great significance when managing a staff of 10 people who are working in upwards to 10 different areas each!

7. Original Proposal's Goals and Objectives:

The staff should be well versed in the NDI program's goals and objectives so that they fully understand how what they are doing fits into NDI's original proposal. It will also help them to be critical of their work when it comes time for program evaluation. It is worth it to spend time going over the original proposal with the staff in the early stages of their employment.

8. Create Assessment Tools for Staff:

Staff should be assisted in creating some type of baseline assessment tool for them to use when they are determining which areas or which groups to work with. They should have some established criteria (that should relate to the program's goals and objectives) for beginning their work, as well as some criteria for determining when to stop working with a group.

Organizational & Capacity Development:(See Also CCI Organizational Assessment)

1. Create Staff Leadership Structures:

In the beginning, all three sites had a flat organizational structure with all staff reporting to the NDI field representative. This may be fine for NDI's program on a temporary basis, but a better way to develop the local capacity for this and other type of work, (and if there is an idea to create a local organization), is to have local staff leadership in place. Once we created the positions of staff managers, the local staff began to take more control of the program and the day to day activities of running the office.

2. Recruit Volunteers for Potential Board Members:

Our civic model began with a staff of at least ten to twelve positions. The field staff were working with volunteer local coordinators in the field, and many other volunteer activists. If the creation of a local organization is envisioned, then many of these volunteer local coordinators are potential board members. We should be thinking of them in this way, and possibly organizing them for periodic training sessions as well.

I felt that the lack of volunteer leadership fully connected with NDI's program was one of the challenges when it came time to create CCI, the local organization. CCI was essentially initiated by NDI's staff members, completely out of financial self-interest. Creating an organization in this way was the reverse of my experience, which to date has been to assemble a committed group of volunteers from the organizing base. These volunteers create the organization and in turn hire staff to conduct the work.

This is not to say that this model cannot work, but only to mention the challenges facing an organization that is initiated by paid staff, who later must recruit and train and nurture a volunteer board of directors and general assembly to provide the organization with

governance. We (and CCI) are still paying the price of not focusing on this from the beginning. I cannot emphasize this enough.

3. Conduct Comprehensive Strategic Planning:

Better still, train the staff in putting together an appropriate strategic planning process and get them to begin planning as early as possible. Get as many staff and volunteers engaged in the process/input of planning. Get them to plan, commit their plan to writing, follow the plan, make adjustments as necessary. The planning should be sure to address broad comprehensive issues such as program work, organizational development, and fundraising.

4. Turn over Responsibilities:

As soon as it makes sense, begin to turn over program and administrative responsibilities over to staff. Even if a local organization is not being created, staff will learn more skills by being able to perform a variety of duties associated with greater responsibilities. It also follows *Organizing's* Golden Rule of not doing things that others can do.

5. Turn over Contacts:

Again, make sure that staff have all the contact information you have. It makes as much sense (if not more!) that local staff know the mission staff of USAID than myself. I could use my influence to help with arranging meetings, but it was always better for staff to speak about the needs and their work in their language directly with officials, potential funders, and representatives of NGOs both local and international.

6. Local Staff Must have a Budget:

I felt that a huge change came over the staff once they had their own budget and were the masters of it. They became very conscious of what was being spent, who was spending it, and how much was being spent. Their program made much more sense to them once they actually had a budget directly connected to it.

7. Initiate Fundraising Training, Planning & Implementation Efforts Early:

Incorporate fundraising planning in everything the organization does. Train staff in building a donor base, building relationships, developing proposals, and maintaining contact with present and potential donors. The earlier the better!

8. Consider Your Decision-Making Structure:

Try to maximize on the participation of as many people as possible. Shoot for a wide and loose structure at least initially in order to encourage broad participation.

Other:

Develop a Movement from Local to National: NDI's civic programming has an opportunity to move from local to national level impacts. In order to have national level impact, however, NDI needs to begin with the grassroots and work up through the grassstops and beyond. NDI needs to begin the process of building long-term,

sustainable relationships based on trust and confidence at the local level before attempting anything on the regional or national level. If NDI wishes to achieve broad scale impact on a national level, then NDI should consider the future of their civic programming to deliberately include network development and coalition-building at the local, regional, and national level.

It takes longer time to move in this direction, but it is creating something more sustainable in the long run.

VIII. Attachments

CCI Training Trip Proposal and Terms of Reference (to potential NGO hosts)

CCI Training Trip Terms of Reference Part II (to CCI Management Team)

Citizen Advocacy and Moving from Local to National Impacts (Slovakia and BiH)

OKO Domestic Monitoring Final Report and Banja Luka Report (not attached)

CCI Organizational Assessment – May 1999 (Ken and David)(not attached)