TABLE OF CONTENTS

LIST OF	FACRONYMS	iii
BASIC I	PROJECT IDENTIFICATION DATA	v
EXECU'	ΓΙVE SUMMARY	vii
I. INTRO	DDUCTION TO THE COMMUNAL GOVERNANCE PROJECT	1
	a. Project Objectives b. Evaluation Objectives	1 2
A	ACKGROUND A. Office of Transition Initiatives B. International Organization for Migration 1. IOM Programs in Haiti 2. Choice of JOM to Carry Out the Communal Governance Program	3 3 4 4
A	DESCRIPTION OF THE COMMUNAL GOVERNANCE PROGRAM A. Phase 1 (November 1994 - September 1995) B. Phase II (October 1995 -) C. Assistance Process (Phase II) Description of Micro-Projects Training	5 5 6 6 6 8
A	A. General Description 3. Concepts and Indicators for Evaluation of Democratization 1. Evolution of the Democracy Concept within the CGP 2. Democratization as Studied during this Evaluation	9 9 10 10
A B C	. Performance of IOM	14 14 15 17 18 19 20 21 21 21 24 25
(Liiu p i)	 Managerial Achievements: Excellent Staff Recruitment and Training: Mixed. But Now Better 	25 29

	G. Other Issues and Concerns	31
	1. Washington's Management Role	31
	2. Degree of Project Design	31
	3. Shifting time lines	32
	4. The criterion of speed	32
	5. Geographic distribution of micro-projects	32
	6. Less participation in urban areas	32
	7. Volunteerism	33
	H. Future Institutional Arrangements	33
	1. COP and CACs as a Short-Term Mechanism	33
	2. Long Term Potential of CACs	34
	3. COP Phase Out	35
VI.	RECOMMENDATIONS	37
	A. Facilitating the Return to Democracy	37
	B. Performance of TOM	38
	C. Next Steps	38
VII.	LESSONS LEARNED	40
	A. Delivery of Resources and Services	40
	B. USAID/Military Cooperation	40
	C. Cooperation with Other Programs	41
	D. Management of COP Resources and Personnel	42
ΔΝΝ	TEXES	
TININ	LALS	
	EX A: TOWARD A LOGICAL FRAMEWORK FOR TRANSITION	
11111	IATIVES	

ANNEX B: RECENT HAITIAN HISTORY

ANNEX C: RECENT U.S. GOVERNMENT POLICY FOR HAITI

ANNEX D: SELECTED COMMUNAL GOVERNANCE PROGRAM EXHIBITS

ANNEX E: PEOPLE CONTACTED

ANNEX F: BACKGROUND DOCUMENTS

ANNEX G: THE EVALUATION TEAM

(End p ii)