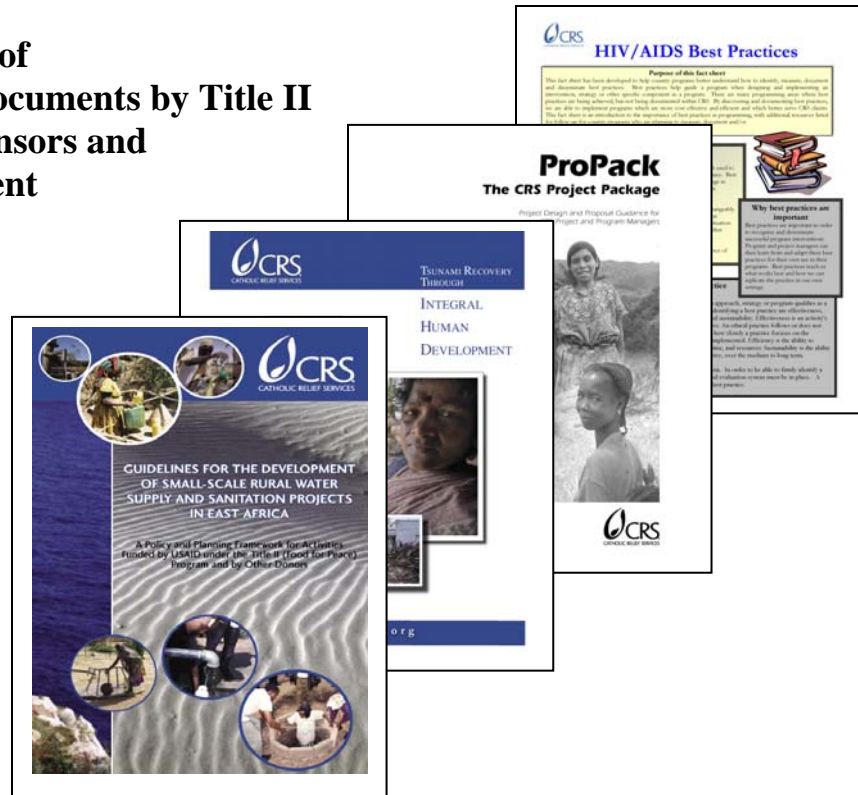# CATHOLIC RELIEF SERVICES
TITLE II INSTITUTIONAL CAPACITY-BUILDING (ICB) MIDTERM REVIEW

**External Review of
ICB Produced Documents by Title II
Cooperating Sponsors and
Other Development
NGOs and
Agencies**

**FINAL
June 15, 2006**

Consultants
**Della E. McMillan
Leah A.J. Cohen**

Executive Summary

This report describes the results of an external review of the following four documents that Catholic Relief Services (CRS) developed in FY 2004 and FY 2005[1] as part of its Title II-funded Institutional Capacity Building grant (RFA #M/OP-03-1127).

- ProPack: The CRS Project Package (Project Design and Proposal Guidance for CRS Project and Program Managers) (hereafter called ProPack) (July 2004).
- Tsunami Recovery through Integral Human Development (hereafter called Tsunami/IHD) (April 2005).
- Guidelines for the Development of Small-Scale Rural Water Supply and Sanitation Projects in East Africa (A Policy and Planning Framework for Activities Funded by USAID under the Title II [Food for Peace] Program and by Other Donors) (hereafter called Wat/San Guidelines) (August 2005).
- HIV/AIDS Best Practice (hereafter called HIV/AIDS BP) (2004[2]).

These four documents were produced under the umbrella of CRS documentation "packages." CRS has created documentation "packages[3]… to help field offices apply….[the ICB principles]…in their planning and programming" (CRS 2003: 8) for each of the three strategic objectives (SO) and cross-cutting intermediate results (IR) that were identified for the grant, which are summarized in Annex I of this report. The individual documents and document "packages" target different audiences.

This external review has organized all the documents CRS has produced to satisfy the ICB strategic objectives and intermediate results (including but not limited to the four documents listed above) into five categories (Table 1). The four documents reviewed here represent three of the five categories of documents that CRS envisioned to address the three strategic objectives (SOs) and intermediate results (IRs) and two cross cutting IRs (IR A and IR B) in its ICB grant (Table 1). Other products exist, but have not yet been finalized into a form that CRS feels is suitable for distribution to outside audiences (Annex I).

---

[1] Two documents-- the Wat/San Guidelines and the Tsunami/IHD--were edited and published in FY 2005, the HIV/AIDS BP and ProPack were produced and distributed during FY 2004.

[2] Month not indicated on publication.

[3] In the CRS ICB grant the term "package of materials" refers to all the materials developed to support CRS's achievement of its activities under each IR and SO. Implicit in CRS's use of the term is the idea that each package—such as the package of materials developed for the IHD—will contain documents that target different audiences. The original proposal anticipated that the IHD package under IR 1.1, for example, would include information such as (CRS 2003: 8-9): (a) use of the IHD for critical analysis entry points for analysis (e.g. to identify entry points for analysis and appropriate interventions given the particular context being analyzed); (b) use of IHD for various stages of design and implementation; (c) updated tools for participatory IHD analysis; (d) risk analysis tools and templates for developing risk reduction strategies as part of development programs; and (e) case studies of IHD applications for multi-sectoral programming.

Table 1. Placement of Reviewed Documents within Five Categories of Documents Used to Satisfy ICB Strategic Objectives and Intermediate Results

Strategic Objectives and Intermediate Results	Category 1: Standard Templates for Documenting Best Practice (BP)	Category 2: Compilations of Best Practices	Category 3: Background Documentation Reviews	Category 4: Improved Guidance and Training Programs	Category 5: Case Studies of Using Improved Guidance (and BP)
SO1: Coping abilities for individuals, households, and communities to manage risk to food security are promoted					
IR 1.1	X	X	X	X	X
IR 1.2	X	X	X	X	X Tsunami/IHD
SO2: Human capacities and community resilience are protected and enhanced by holistic responses to two major challenges to food security					
IR 2.1	X HIV/AIDS BP	X	X	X	X
IR 2.2	X	X	X	X Wat/San Guidelines	X
SO3: Institutional capacities for influencing food practices and policy are bolstered					
IR 3.1	X	X	X	X	X
IR 3.2	X	X	X	X	X
IR A	X	X	X	X	X
IR B	X	X	X	X ProPack	X

Source: Table 1.1 and Annex I.

These documents were reviewed by 17 individuals from five Cooperating Sponsors, two USAID FFP national and regional offices, three academic institutions associated with USAID funded Collaborative Research Support Programs (CRSPs), and the Title II funded Food and Nutrition Technical Assistance (FANTA). To situate the four documents within a wider context, the consultants also reviewed the ICB annual reports to USAID for FY2004 and FY2005, the original ICB proposal, and publication distribution records of the PQSD information specialist (from September 1, 2004 to May 9, 2006).

Based on this review, the consultants[4] concluded that the current impact of these materials could be strengthened by:
- More clearly delineating and targeting the different audiences that each document is designed to inform and outlining how these documents intersect with other internal and external documents designed for other audiences;
- Adding certain types of technical information that field offices need through (a) future revisions of the four documents under review, (b) the addition of this information to some of the other documents that CRS intends to finalize as part of the "package of materials" under the same IR, (c) the creation of

[4] Della E. McMillan, Consultant and Associate Research Scientist, Department of Anthropology, University of Florida, Gainesville, Florida and Leah A.J. Cohen, Consultant, Gainesville, Florida

new documents, and (d) the development of short annotated bibliographies that show how the documents interrelate and can be accessed;

- A more focused internal system of editorial review that could also include a small group of external reviewers; and
- A formalized system of posting documents for internal (i.e., CRS program and CRS national partner) and external (i.e., other Title II Cooperating Sponsors, USAID/FFP, WFP, Title II partner, other donor agency) audiences.

To address these issues, the consultants recommend a follow-up process of six sequential steps based on the information that they have already amassed at mid-term.

- *Step one:* Review the existing list of documents produced by the different SO and IR teams and develop an annotated bibliography that shows how these documents are interrelated by category and by IR (see Table 1). Based on this review, CRS might decide to keep the same five categories that the consultants extrapolated from the analysis of the project's annual reports and proposal or to create new ones that they deem more appropriate to their objectives.
- *Step two:* Develop a focused plan for finalization of key documents for internal CRS and external Title II Cooperating Sponsor audiences (including CRS program staff, CRS national partner staff, other Title II Cooperating Sponsors, USAID/FFP, and other development agencies involved in emergency and non emergency food assistance programming).
- *Step three:* Conduct any additional reviews and editing needed to finalize the key products and consider creating a small review committee with representatives from each CRS region, as well as a small sub-sample of representatives from other Cooperating Sponsors, USAID/FFP, and FANTA to review this process twice a year.
- *Step four:* Develop a more harmonized cover format and tone for the different categories of CRS ICB documents.
- *Step five:* Develop an appropriate internal website that presents the ICB documents in relation to the ICB objectives and intermediate results they were designed to address.
- *Step six:* Consolidated posting of documents in an appropriate place on CRS's external website that would be accessible to all partners—including the national Catholic Church partners that are one of the principal targets of CRS's ICB grant activities. A good role model for the type of internal and external website system being advocated is the website that was developed by FAM under the USAID Title II Institutional Support Assistance (ISA) grant.

Table of Contents

List of Acronyms and Abbreviations

ACDI/VOCA	Agricultural Cooperative Development International and Volunteers in Overseas Cooperative Assistance
AIDS	Acquired Immune Deficiency Syndrome
BP	Best Practice (methodology)
CARE	Cooperative for Assistance and Relief Everywhere, Inc.
CBO	Community Based Organization
CIAT	International Center for Tropical Agriculture
CP	Country Program
CR	Country Representative
CRSP	Collaborative Research Support Program
CS	Cooperating Sponsor
CST	Catholic Social Teaching
DFID	Department for International Development
EARO	Eastern Africa Regional Office (CRS)
EG	Enhancement Grants
EGAT (USAID)	Economic Growth, Agriculture and Trade
FAM	Food Aid Management (consortium)
FANTA	Food and Nutrition Technical Assistance
FC	Fecal Coliform
FFP	Food for Peace
HIV	Human Immunodeficiency Virus
ICB	Institutional Capacity Building
IEE	Initial Environmental Examination
IHD	Integral Human Development
IPTT	Indicator Performance Tracking Table
IR	Intermediate Result
ISA	Institutional Support Assistance grant (Title II funded)
ISG	Institutional Support Grant (Title II funded)
LARO	Latin America Regional Office
M&E	Monitoring and Evaluation
MAGI	Micro-Finance Alliance for Global Impact
MAL	Maximum Allowable Level
MDL	Maximum Desirable Level
Mg/l	Milligrams per Liter
ml	Milliliters
MYAP	Multi-Year Activity Plan
NGO	Non-Governmental Organization
PCB	Polychlorinated Biphenyls
PMP	Program Monitoring Plan

PPG	Program Proposal Guidance
PITT	Performance Indicator Tracking Table
ProPack	Project Package (CRS)
PQSD	Program Quality Support Department
RFA	Request for Application
SARO	Southern Africa Regional Office (CRS)
SO	Strategic Objective
STA	Senior Technical Advisor
TA	Technical Advisor/Technical Assistance
USAID	United States Agency for International Development
USAID/WDC	USAID Headquarters (Washington, DC)
USEPA	United States Environmental Protection Agency
WARO	Western Africa Regional Office (CRS)
Wat/San	Water and Sanitation
WFP	World Food Programme

List of Tables

List of Boxes

1.0. Introduction

This report describes the results of an external review of the following four documents that CRS developed as part of its Title II-funded Institutional Capacity Building grant (RFA # M/OP-03-1127).

- ProPack: The CRS Project Package (Project Design and Proposal Guidance for CRS Project and Program Managers) (hereafter called ProPack) (July 2004).
- Tsunami Recovery through Integral Human Development (hereafter called Tsunami/IHD) (April 2005).
- Guidelines for the Development of Small-Scale Rural Water Supply and Sanitation Projects in East Africa (A Policy and Planning Framework for Activities Funded by USAID under the Title II [Food for Peace] Program and by Other Donors) (hereafter called Wat/San Guidelines) (August 2005).
- HIV/AIDS Best Practice (hereafter called HIV/AIDS BP) (2004[5]).

Section one of this report provides a brief overview of the broader context of the documents within the CRS ICB grant. It also presents the methodology used for the external assessment of the documents. Section two presents a brief description of each of the documents reviewed within the larger context of ICB documents that CRS developed as part of its global strategy to achieve the ICB strategic objectives and intermediate results. Section four describes the current system for distributing ICB documents in relation to the one that was described in the original proposal and some of the needs identified during this external review. Based on analysis of the external evaluations (see the methodology section [1.3] below for a description of the types of external evaluators), the consultants[6] develop a list of summary observations and recommendations that are presented in section five.

1.1.   Global Context: The CRS ICB Grant

One factor that distinguishes this ICB grant from earlier Title II-funded capacity building grants,[7] was the emphasis in the Request for Application (RFA) on the recipients (all of whom had to be Title II Cooperating Sponsors) developing products that would build the capacity of all Title II Cooperating Sponsors, rather than focusing only on developing capacity of the Cooperating Sponsor who was awarded a grant. The grants were awarded to Cooperating Sponsors (CS) who could demonstrate a clear plan to do this.

---

[5] Month not indicated on publication.
[6] Della E. McMillan, Consultant and Associate Research Scientist, Department of Anthropology, University of Florida, Gainesville, Florida and Leah A.J. Cohen, Consultant, Gainesville, Florida
[7] Enhancement Grants (EG) (FY1988-1993) focused on commodity management training and support. Institutional Support Grants (ISG) (FY1993-1998) focused on assisting CSs in implementing the new Food Aid and Food Security Policy Paper, with its requirements of monitoring and evaluation and development programming (rather than the emphasis on commodity accounting approach to food aid). This also included monetization training and support. The ISA (FY1998-2003) grants focused on strengthening and institutionalizing (at the CS level) initiatives developed under these earlier grants, as well as on monitoring and evaluation training and support.

CRS's ICB grant was designed to achieve four strategic objectives (SOs) and four cross-cutting intermediate results (IRs). To achieve each of these SOs and IRs, CRS envisioned a series of activities that included (CRS 2003):

- Identification of "best practices" in terms of programming and diagnostic tools both within and outside[8] CRS;
- Applied research efforts to pilot test or assess promising initiatives;
- Regional workshops to discuss the results of best practice compilations and applied research and to elaborate regional and national strategies and new tools; and
- Technical assistance (TA) to support the execution of CRS programming to implement "best practices" at both the national and regional levels.

To facilitate tracking and implementation:

- The activities under each SO and IR were conceptualized as either "outputs" or "capacity building" in the proposal (CRS 2003a) and
- Separate monitoring indicators were assigned to track the execution of key outputs: (e.g., field tools, compilations of best practice, action plans) and capacity building (e.g., workshops organized, persons trained) (CRS 2003b, 2004, 2005).

While the initial focus of CRS's ICB activities was on producing output and capacity building models that would serve CRS, the same ICB activities and learning processes were expected to produce a series of training modules, documents, and reports that would be useful to the other Cooperating Sponsors and USAID/FFP (CRS 2003: 2). As of May 2006, a great many draft documents, training modules, and proceedings volumes have already been produced. Some of these have been shared within CRS, but not yet finalized for distribution outside of CRS (Annex I). Based on the consultants' analysis of the annual reports submitted to USAID (CRS 2004, 2005), these documents could be grouped into five major categories:

- *Category 1:* Standard templates developed to help CRS program offices (and the wider development community) identify best practices (BP) for each respective IR topic;
- *Category 2:* Compilations of best practices from the wider development community (including CRS) that resulted from the use of the relevant BP template for the early stages of its ICB;
- *Category 3:* Background and literature reviews of other CRS and non-CRS programs;
- *Category 4:* Examples of improved guidance related to the themes that the ICB proposal established as internal "learning" priorities; and
- *Category 5:* Case studies of regions and country programs using the improved guidance developed under the ICB.

---

[8] Many of the CRS ICB teams produced an extensive literature review as part of their initial planning for their activities (Annex I).

The four documents reviewed here are four of the most finalized documents created under this ICB grant.[9] They are products of the learning processes associated with two of the three ICB SOs and one of the two cross-cutting IRs (Table 1.1). The HIV/AIDS BP document is an example of one of the "best practice" (BP) templates that CRS developed under the ICB grant (Category 1 in Table 1.1). The Wat/San Guidelines and ProPack are examples of the improved guidance that emerged from the ICB sponsored regional and national workshops that reviewed the best practice compilations and applied research and (in the case of ProPack) earlier guidance and M&E developments (Category 4 in Table 1.1). The Tsunami/IHD is one of the first of several ICB-sponsored case studies that examine the application of the new types of guidance developed under the ICB to help better orient emergency relief (Category 5 in Table 1.1).

1.2.   Objectives of the External Document Review

Given the ICB's emphasis on developing products that have a wider potential audience, CRS has incorporated the concept of an internal and an external document review into the Scope of Work (SOW) for its mid-term evaluation of the ICB grant. CRS's mid-term evaluation is being coordinated by the senior M&E technical advisor[10] and the ICB program specialist.[11]

The internal document review was coordinated by the senior M&E technical advisor based in Baltimore and included feedback from a non-random sample of individuals associated with the CRS's country programs. The external document review presented here was coordinated by a team that consisted of an external food security specialist who also assisted with the design of the evaluation Scope of Work and a professional editor specialized in development publications.[12] The principal objectives of the external review were to examine:

- How the documents might serve a wider Title II Cooperating Sponsor and non-Title II food security and development audience and
- What CRS can do to improve the usefulness of the documents to this wider cadre of users during the second half of the grant.

---

[9] Another four final documents have been produced by the joint learning alliance between the American Red Cross and CRS. While all four documents have been extensively reviewed by technical specialists within both organizations, they have not yet completed their internal review. For this reason, even though they are considered final, they are not included in the present review.

[10] Carlisle Levine, Senior Technical Advisor (STA) for Monitoring and Evaluation, PQSD (Program Quality Support Department), CRS.

[11] Rosann Zemanek, ICB Program Specialist, PQSD, CRS.

[12] Della E. McMillan, Consultant and Associate Research Scientist, Department of Anthropology, University of Florida, Gainesville, Florida and Leah A.J. Cohen, Consultant, Gainesville, Florida.

Table 1.1 Placement of Reviewed Documents in Categories Used to Satisfy ICB Strategic Objectives and Intermediate Results

ICB Strategic Objective and Intermediate Results	Category 1: Standard Templates for Documenting Best Practice (BP)	Category 2: Compilations of Best Practices	Category 3: Background Documentation Reviews	Category 4: Improved Guidance and Training Programs	Category 5: Case Studies of Using Improved Guidance (and BP)
SO1: Strategies for individuals, households, & communities to manage risks to food security are promoted					
IR 1.1: Coping abilities of targeted groups are reinforced in all program sectors (IHD)	X	X	X	X	X
IR 1.2: Program initiatives linking emergency and development are prioritized (using the IHD framework)	X	X	X	X	X Tsunami/IHD
SO2: Human capacities and community resilience are protected and enhanced by holistic responses to two major challenges to food security					
IR 2.1: The health and nutritional impact of HIV/AIDS is mitigated	X HIV/AIDS BP	X	X	X	X
IR 2.2: Water insecurity is reduced	X	X	X	X Wat/San Guidelines	X
SO3: Institutional capacities for influencing food practices and policy are bolstered					
IR 3.1: Communities' ability to influence factors that affect their food, water, and livelihood security is increased	X	X	X	X	X
IR 3.2: PVO practices and FFP's global leadership role are enhanced by CRS contributions	X	X	X	X	X
Cross-cutting IR-A: Capacity of country programs to support local partners to plan and implement Title II programs is increased	X	X	X	X	X
Cross-cutting IR-B: Capacity of country program staff to identify, measure and document field impact is increased	X	X	X	X ProPack	X

Note: "X" indicates that other documents not included in the review have been developed.

1.3. Methodology for the External Document Review

The methodology adapted for the external review consisted of circulating a simple evaluation form to a non-random sample of specialists in four of the major Title II user groups. These groups include Title II NGO Cooperating Sponsors (CS), academic specialists associated with some of the major USAID-funded Collaborative Research Support Programs (CRSPs), staff associated with the Title II funded Food Aid and Nutrition Technical Assistance (FANTA) Project, and Title II FFP country and regional staff (Table 1.2). A total of 17 individuals gave feedback on one or more of the four documents (Table 1.2).

Table 1.2 Interviews Conducted during CRS External Document Review

Category of Reviewers' Institutions	No. Reviewers	Number of persons that reviewed each document			
		ProPack	Tsunami/IHD	Wat/San Guidelines	HIV/AIDS BP

Title II Cooperating Sponsor
    Africare (1)
    ARC (1),
    Mercy Corps (3)
    Save the Children (4)
    World Vision (1)
	10	5	4	4	6

USAID/FFP
    W. Africa Regional Office
    Haiti USAID/FFP Office
	2	2	2	2	2

Academicians
    University of Nebraska
    University of Georgia
    Oregon State University
	3	0	3	3	1

FANTA (Title II funded Food ands Nutrition Technical Assistance project)	2**	0	0	0	0
Total	17 reviewers	7 reviews	9 reviews	9 reviews	9 reviews

Source: Annex II.
*The reviewers' comments represent their own views and not those of the institutions with which they are associated.
**Due to conflicting demands associated with the review of the current round of Title II proposals, these comments will be sent to CRS on or about June 30.

2.0. Summary of Documents Reviewed

2.1. ProPack: The CRS Project Package

One unique feature of CRS is its early and consistent commitment to executing all of its Title II projects through national partners.[13] The same commitment resulted in CRS's

---

[13] This is a tradition that extends from CRS's institutional commitment to the concept of partnership. As early as 1943, the CRS principles for war relief and aid programs urged cooperation with "indigenous Catholic charities" and, when necessary, CRS was to strengthen these charities so that humanitarian programs could continue after War Relief Services programming came to an end (Mierke 1998: 6). In CRS's philosophy, the concept of capacity building is (Mierke 1998: 14):[13]

investment early on in the development of simple user-friendly general project design guidance[14] and more specific design guidance for Title II.[15] Without user-friendly guidance, CRS program national and international staff cannot train national partners (who are often Catholic charities and government institutions) to participate fully in project designs. Since CRS cannot usually intervene directly in an area—but only in collaboration with the national partner—capacity building of local national partners to participate in project designs is a critical first step to developing a project.

The current ProPack document—which was released for widespread use within CRS in July 2004--builds on and reinforces CRS's record for developing internal guidance. The main body of the document is larger than previous guidance (282 pages versus the shorter Title II guidance [Aker and Stetson 2002]--55 pages and Program Proposal Guidance (known as the PPG within CRS) [Stetson, Hahn, Remington 1999]--40 pages of main text and 171 pages of appendices). In contrast to CRS's PPG guidance that focused on proposal writing, ProPack focuses on both proposal writing and project design. There is also a distinct shift in tone and language (relative to previous guidance) with greater emphasis on simple terms, graphics, and short sentence structures that can be understood readily by people whose first language is not English. The same simple language and tone helped facilitate translation. As of May 2004, ProPack has been translated into Portuguese, French, and Spanish. ProPack's chapter structure focuses on five easy steps that CRS can use to facilitate a national partner's accomplishment of the various steps needed to design a new project or follow-on to an existing project. These include: (a) development of a concept note; (b) project initial design in terms of planning, stakeholder analysis, assessment, analysis and objective setting, and strategy review; (c) use of Results Framework, Proframe, and M&E planning for project design; (d) guidance for writing project proposal; and (e) a section providing an extensive list of additional resources.

An extension of this essential vision of partnership with local organizations and communities. Local capacity development goes beyond a specific activity; it is based rather on a shared vision of and commitment to ongoing joint action. Local capacity development includes a commitment to healthy partnership, to the organizational development of partners, and to the development of the broader society in which the relationship unfolds.

Essentially, CRS's notion of capacity building is ensuring that national NGO partners have the training needed to sustainably manage the humanitarian programs CRS initiates. Mierke (1998) includes a detailed review of CRS's internal policy documents about local capacity building and partnership during the first 55 years of its existence as well as the "CRS Principles of Partnership" and "Standards and Guidelines for Local Capacity Building," which resulted from a November 1997 Program Quality Summit. The document also includes an excellent review of the external literature on local organizational development, assessment, and PVO/NGO relations that informed CRS's development of this strategy.

[14] CRS. 1986. CRS Project Text Format. Baltimore: CRS. Stetson, V., S.L. Hahn, and T. Remington. 199. Project Proposal Guidance (PPG). Baltimore: CRS.

[15] Aker, Jenny and Valerie Stetson. 2002. Catholic Relief Services Manual: Designing Title II Development Proposals: Assessment, Analysis, Action. Baltimore: CRS/West Africa Regional Office (June 2002). Aker, J.C. 2004. Designing Title II Development Assistance Programs: Assessment, Analysis, Action. Baltimore: CRS.

2.2.   Tsunami Recovery through Integral Human Development

One major goal of CRS's ICB was to "mainstream" the use of the agency's Integral Human Development (IHD) framework in all of its projects (Box 2.1). CRS's IHD framework is solidly grounded in:

- The extensive work by the British Department for International Development (DFID) and several other international NGOs on livelihood security frameworks (CRS 2003: 7), which USAID/FFP incorporated into its new strategic plan;
- CRS's commitment to its "Justice Lens," a rights-based approach to development and relief programming guided by Catholic Social Teaching (CST) principles (CRS 2003: 3); and
- The concept of "Development-Relief," which argues for "integrating emergency preparedness into development and for incorporating livelihood recovery into emergency response" (CRS 2003: 8).

Box 2.1 Overview of the CRS Integral Human Framework

To help in analyzing local situations from a holistic perspective, the IHD utilizes a framework that has five main components. These include:

Outcomes: IHD begins with a vision of desirable community outcomes that are sustainable over time.

Livelihood Strategies: The IHD identifies the following strategies that communities may use to achieve this vision: coping/survival mechanisms, risk reduction, engagement, asset recovery, asset diversification, and asset maximization.

The Vulnerability Context: The IHD then identifies external threats and hazards that may impinge on people's lives at any time and reduce their capacity to successfully implement their livelihood strategies or otherwise live in human dignity. Vulnerabilities are commonly described in three main categories: shocks (sudden cataclysmic events), cycles (events that occur regularly, but which are not always predictable), and trends (usually downward spirals that make it more difficult for people to sustain productive lives and livelihoods).

Structures and Systems: The IHD analysis must then examine how government systems, beliefs, and norms influence, protect, enhance, or erode assets.

Assets: The assets to be considered include the tangible and intangible resources that people use to lead full and productive lives to meet their basis needs. They include six main categories: human/spiritual, social, financial, physical, natural and political assets.

Source: CRS. 2005. Tsunami Recovery Through Integral Human Development. Baltimore: CRS. Pp. 3-4.

In support of the IHD, CRS developed (Annex I):
- A concept paper on the IHD framework in 2004 that was circulated widely on the PQSD intranet among all of its programs in 2005;
- An IHD User's Guide to assist CRS field personnel in incorporating the IHD framework in their development programs, designing evaluations, and engaging in strategic planning;

- A Participatory Livelihoods Assessment guidance that was pilot tested in one country in 2004; and
- A Health Tool Box based on the IHD framework that was developed by the health sector in PQSD.

Most of these documents were developed in FY 2004 and circulated for review and revisions in FY 2005, with plans for more final revisions in FY 2006. At this point, CRS anticipates that some of the internal CRS IHD documents will be revised for a larger audience in FY 2006 and 2007. To support these activities, CRS organized technical assistance and IHD specific workshops—that are tracked by the monitoring indicators in the ICB Performance Indicator Tracking Table or PITT (formerly known as the Indicator Performance Tracking Table or IPTT) under SO1.

The Tsunami/IHD paper being reviewed in this report is a revised version of a guidance paper for the CRS Tsunami Response (based on the IHD) that was developed and disseminated to relevant country programs in January/February 2005. CRS is justifiably proud of the fact that President Clinton's tsunami team asked for copies as inputs into their own work.

The actual document is a short (12 pages) direct presentation of: (a): the five components of the holistic IHD approach, (b) how the five components of the IHD framework (Box 2.1) can be applied to an NGO assessment to determine the effects and opportunities created by a disaster, and (c) how this assessment can then feed into six main strategies for reducing household and community level vulnerability to the after effects of future disasters by nurturing development of sustainable and resilient livelihood systems and community structures.

2.3. Guidelines for the Development of Small-Scale Rural Water Supply and Sanitation Projects in East Africa

The significance of the Wat/San paper under review is that it represents one of the first examples of regional guidelines and standards for Title II water resource development. These guidelines were one of the first internal products from a long internal process on which CRS embarked under IR2.1 that has included: (a) an extensive review of the literature from within and outside CRS, (b) the identification of best practices and applied research to pilot test promising initiatives, as well as (c) national and regional workshops.

This process—like the process used to mainstream the IHD perspective under the ICB grant SO1—has generated a number of documents that are still at varying stages of internal review. These include (Annex I):
- A template for writing up examples of best practices;
- Various examples of "best practice" identified from CRS projects and written using the best practice model;
- A training manual for the design of low cost water storage tanks prepared and field tested in the Philippines;

- A CD containing over 200 technical reference documents on water supply and sanitation.

The current document under review presents a set of guidelines for the development of small-scale rural water supply and sanitation projects for CRS's projects in East Africa based on a workshop that reviewed the guidelines developed for CRS's programs in Ethiopia. This document intended to help improve the effectiveness and sustainability of CRS water and sanitation activities, while ensuring environmental protection by presenting 23 indicators and 57 guideline statements intended to shape water and sanitation project policy, planning, and implementation. CRS considers the East Africa water guidance to be a model for the types of guidance it would like to develop for the Title II programs that are under the other regional offices (e.g., Latin America, West Africa).

2.4.   HIV/AIDS Best Practices

HIV/AIDS is another area where Title II guidance was sparse at the start of the ICB. As in other areas, CRS started its work with a critical compilation of "proven best practices" and strategies worldwide. This information was presented at a regional meeting of senior Title II technical staff and country representatives in countries with Title II programs in the CRS SARO (Southern Africa Regional Office).[16] The output of this meeting was a five year strategy focused on four areas of competency that CRS is using to improve food security and HIV/AIDS programming. The strategy consists of collecting information on what CRS programs are currently doing and the latest research from organizations (such as FANTA) through working groups and regional workshops. The goal is to encourage national programs to identify best/promising practices that can guide national partner and CRS staff in developing programs. CRS is focusing on one region at a time: South Africa in FY04, East Africa in FY05, and the other regions in FY06. CRS's progress toward the execution of these regional training workshops and the national programs' development of their own HIV/AIDS strategies is tracked in the two monitoring indicators for IR 2.1: "Impact of HIV/AIDS is mitigated."

This process has produced a number of documents including:
- The current document under review—HIV/AIDS Best Practices—which was given to country programs to help them identify best practices that could be scaled up;
- A Promising Practices Manual collection of 24 case studies of integrated HIV/AIDS programs throughout CRS world wide (completed September 2005; being revised for more widespread distribution in FY06);
- An HIV/AIDS paper on using the Integral Human Development framework for HIV/AIDS programming; as well as
- Regional HIV/AIDS capacity building strategies for CRS's Southern and Eastern Africa Regional Offices.

---

[16] CRS. 2005. Annual Report for FY2004. ICB. CRS: Baltimore. Pg. 11.

The specific purpose of the HIV/AIDS Best Practices fact sheet being reviewed in this report is to help country programs identify, measure, document, and disseminate HIV/AIDS best practices. Streamlining the assessment and dissemination of best practices is expected to reduce the cost of redundancy by allowing for application of successful intervention strategies to many programs (CRS or other Cooperating Sponsors) through the improvement of the efficiency and efficacy of the design and implementation of new HIV/AIDS intervention strategies. This document orients readers to the concept and importance of best practices and then outlines recommended steps for identifying, evaluating, documenting, and disseminating HIV/AIDS best practices. It standardizes the definition of best practices by reiterating the UNAIDS' five-part criteria (effectiveness, ethical soundness, relevance, efficiency and cost-effectiveness, and sustainability) for classifying a strategy or intervention as a best practice. It also argues the vital importance of an effective monitoring and evaluation system to detect and produce best practices. A list of additional resources is also provided.

3.0. Document Reviews

3.1. HIV/AIDS Best Practice

3.1.1. *Identified Strengths,[17] Weaknesses,[18] Potential Impact, and Tracked Distribution*

Each of the nine reviewers stated that the chief value of the HIV/AIDS BP document was its clear explanation of what constitutes a "best practice" and how this could be scaled up. One reviewer summarized these strengths as:
- Good layout and flow of information;
- Demystification of "best practices" and explanation of how they can be documented and disseminated;
- Presentation of a good outline for writing best practices; and
- Potential usefulness to both researchers and non researchers in relief and development settings.

The chief weaknesses cited by the reviewers were (Box 3.1):
- The title, which gave the impression that the document was about HIV/AIDS intervention best practices in particular when it fact it was about how the "best practice" methodology might be applied to the analysis of HIV/AIDS;
- That the current document did not link this description of the methodology to any concrete examples of best practice; and
- The highly personal tone of the writing, which one reader felt could be construed as almost patronizing giving the seriousness of the topic (HIV/AIDS).

---

[17] Reviewer assessments of: "What is helpful about the document? How this document could be helpful to your HQ and field based staff?"
[18] Reviewer recommendations for: "What about the document could be changed to make it more helpful? What is missing from the document?"

Box 3.1 Selected Reviewer Comments Concerning the Document HIV/AIDS Best Practices

I think it looks good, certainly as a template for field workers looking to document their work. (Tom Coles, Save the Children/US)

*****

The value of this short document is it's briefness in standardizing concepts regarding what are "best practices" for CRS. The HIV/AIDS Best Practices document is not at all a best practice for HIV/AIDS but rather a theoretical discussion on what constitutes best practices. But once again, it could easily not include "HIV/AIDS" in the title because it really doesn't describe any best practice intervention for HIV/AIDS. (Carlos Cardenas, Director Health Unit and Jessica Quarles Senior Program Officer for HIV/AIDS, Mercy Corps)

*****

I would say that the document is complete and well organized. The topic of the document is HIV/AIDS best practices, which are not the focus of our program, but the information that is provided on how to document a best practice is very cross-cutting to all program activities and is extremely relevant to our programs. (Todd Flower, Mickey Leland International Hunger Fellow, Save the Children/U.S.- Uganda Field Office)

*****

The document itself is a masterpiece in defining what is to be called "best practices." The Title "HIV/AIDS Best Practices" might be misleading as I (the reader) was expecting to see from the title some main characteristics of best practices exclusively in HIV/AIDS interventions. Once again, the overall definition of the best practice concept is magnificent. I have a two-way suggestion, either:
- Keep the title and refer more to successful HIV/AIDS interventions, or
- Entitle the document "Best Practices in Integrated HIV/AIDS Approaches.

(Ange Tingbo, American Red Cross).

Not one of the nine reviewers remembers ever seeing a copy of the document before. Since there are no references to the document being distributed in the PQSD information specialist's tracking sheets, it appears that this document (which was produced very early in the ICB) was distributed directly by the technical specialists who produced it.

3.1.2.   *Recommendations for Strengthening the Internal and External Impact of the Document*

The key recommendations for strengthening the impact of this document were:
- ➢ Title: There are two options for improving the accuracy of the title:
    - o To change the title so that the methodology itself is mentioned in the title (One reviewer suggested the title: "How to document HIV & AIDS Best Practices"; or
    - o To keep the current title, but give one or two examples of best practice from previous or existing HIV/AIDS projects in text boxes and by cross-referencing (and making available) documents that describe actual examples of best practice. Examples of documents that would be useful to cross reference here include the first CRS document that resulted from the use of the case study methodology—the Promising Practices Manual—which is a collection of 24 case studies of integrated HIV/AIDS programs throughout CRS worldwide (produced in September 2005 (see Annex I; CRS 2005: 15).

➢ Follow-up Documentation: The most frequently cited identified need for follow-up documentation was to develop similar guides for other topics, such as nutrition, water and sanitation, agricultural productivity, sustainable environment management, and education. One reviewer suggested that CRS might also consider incorporating the methodology into future revisions of the ProPack design cycle.

More specific recommendations from reviewers and the consultants for improving the text include:

➢ Clarify Sustainability: Extending the current discussion of sustainability in order to more clearly present issues related to "efficacy outside of the funding cycle," which is typically only three to five years for a Title II program;[19]

➢ Reporting Results: Underscoring the importance of getting information back to clients:

   o By reworking the text under "*How to disseminate a best practice*" so that it puts greater emphasis on disseminating information back to the clients or beneficiaries of the program (this is listed as a part of "ethical practice" in the suggested outline, but it is omitted at this point in the text) (one reviewer suggested that this section should also emphasize the importance of submitting examples of best practice to UNAIDS);

   o Reworking the sentence in the fourth bullet under section (b) (Suggested Outline for Documenting a Best Practice) so that it includes both the past actions and future plans: "*How information and results were and will be made available to communities*."

➢ Translation: Translating the document into various languages so that it can be better understood by field teams;

➢ Distinguish between Best Practice and Lessons Learned: Rewriting the section on "What is Best Practice" in order to clarify the distinction between "best practice" and "lessons learned;"[20]

---

[19] The criteria (UNAIDS and CRS) for classifying a strategy/intervention as a best practice contains five parts, one of which is sustainability. Sustainability is stated as "the ability of a program or project to continue, and to continue being effective, over the medium or long term." It does not address the capacity of a strategy/intervention to continue/continue being effective after CS project/program funding ends. Whether a strategy/intervention is able to continue for a medium or long time period is first of all vague (what is medium or long term for different projects or Cooperating Sponsors) and secondly, irrelevant if the project/program is itself a medium or long-term endeavor since the strategy/intervention would never have to prove itself sustainable post-project involvement. There is no mention of pre or post project interventions in the four steps outlined in documenting sustainability of a best practice.

[20] Bonaventure Traore (Africare) commented: "Is it technically appropriate that 'lessons learned' and 'best practices' are 'interchangeable'? If not, how can staff be guided to make the distinction between the two, although sometimes being very close concepts? Best practices refer to positive experiences and processes/approaches, while lessons learned can include lessons from negative experiences and/or processes/approaches. Lessons learned might not be utilized as best practices. "

Charles Owubah (World Vision) commented: "'Best practice' and 'lessons learned' have subtle differences that may need to be emphasized, or distinguished. I am not sure that the two can be used interchangeably (see page 1 of the document). I am a bit uncomfortable with the statement on page 1 that *"Lessons learned are often best practices that have not been evaluated as rigorously."* In my judgment, 'lessons learned' has

➢ Terminology: Reflecting on whether or not future revisions of the document should use the term HIV&AIDS instead of HIV/AIDS;[21]

➢ Explain Evaluation Strategies: Including clear explanations of the evaluation strategies (M&E, Operation Research [OR], and research) demarcating sub-headings, and adding details on general research as a third section after details on M&E and OR;

➢ Emphasize Contributing Factors/Wider Context: More systematically emphasizing why and how a practice is successful (there needs to be a more systematized/standardized framework for addressing this question since these are the driving forces that lead to success);[22]

➢ Basic Editing: Addressing basic editing (typos, alignment, consistency of capitalization, consistency of right or left justification, etc.);

➢ Cross-Referencing: Updating the recommended links for dissemination to include:

   o The UNAIDS Best Practices Submission Form at http://data.unaids.org/Publications/Best%20Practice%20Submission%20Form_en.pdf?preview=true

   o More detailed and up-to-date information on websites that are currently listed under "Additional Resources" (e.g., include Eldis [www.elidis.org] in the recommended web address); and

   o The new location of the catalogue of UNAIDS publications http://www.unaids.org/DocOrder/OrderForm.aspx.

3.2.   ProPack: The CRS Project Package

3.2.1.   *Identified Strengths, Weaknesses, Potential Impact, and Tracked Distribution*

Overall, there was a general appreciation of ProPack's format, language and focus, which it clearly stated for an audience considered to be CRS project and program managers (Box 3.2).

---

a more general application than 'best practices'. For example, projects, programs, evaluations, audits, organizational capacity building processes, etc. can have 'lessons learned' as part of an implementation and review processes, but not necessarily have a 'best practice'. Also, a 'best practice' can have a 'lessons learned' component as indicated in the outline for writing best practices."

[21] Charles Owubah (World Vision) noted: "Finally, it might be useful to use 'HIV & AIDS' in the text rather than the commonly used 'HIV/AIDS.' In view of the relatively available antiretroviral therapy, the international community has come to accept that one can have the HIV without necessarily moving on to get AIDS. As a result, the international community is beginning to make a slight distinction between the two by using 'HIV & AIDS' rather than 'HIV/AIDS,' which seems to suggest that anyone who has the virus automatically degenerates to the disease."

[22] The why and how determines the applicability of the best practice to other programs (that need to have the same conditions that lead to success in the originating program/project). For example, if a particular project area has no free healthcare and a project initiates a free service for providing healthcare that also serves to education patients on HIV/AIDS it may be more widely used than it would be if there were an existing free healthcare service without an HIV/AIDS education component.

Box 3.2 Selected External Reviewer Comments about ProPack

You see a lot of M&E documents. Rarely do you come across anything on the basics of project and program design. This is where people struggle. People do not know the basics. How do you start designing a project? This information is not taught in academic courses. (Charles Owubah, World Vision)

*****

One major achievement in writing this guide is that it is simple and easy to read. It shows clear articulations between the various stages of project cycle, form preparation to design, implementation and M&E. This comment [therefore] focuses more on proposing improvements rather than highlighting the positive aspects of the guide. (Bonaventure Traore, Africare)

*****

Overall I think this is great document particularly for people new to CRS and proposal writing as it both educates people on who CRS is as an agency and also provides some (a lot actually) of CRS best practices in program design and proposal writing. My hats off to the team who put this together. (Paul Majorowitz, Mercy Corps)

*****

The overall relevance of this document makes, it or will make it, a very useful tool for program/project managers to design good proposals, using Title II resources or not. The definition of the concept phase and its main characteristics is superb. Many people struggle with that. The layout is good with boxes and titles and sub-titles in bold that leads the reader to go to specific points if he/she wants too. The language is plain and very understandable and the illustrative pictures, which are not pasted photographs, but drawings make the document "natural." (Ange Tingo, American Red Cross)

One of the best indirect indicators of Propak's "success" is its "consumption:"

- Well over half (253 out of 431) of the documents distributed by the PQSD information specialists (September 1, 2004-May 9, 2006) were various language versions of ProPack.
- All but two of the external requests for documents from international NGOs and consulting groups associated with Title II or the World Food Program (WFP) were for ProPack.
- At least two other agencies (the International Medical Corps and ACDI-VOCA [Agricultural Cooperative Development International and Volunteers in Cooperative Assistance]) have borrowed (and cited) ProPack as the inspiration for many themes, text, and guidelines that they have incorporated into their internal program guidance; and
- There is at least one documented case of ProPack being used for university-based classroom training.

There are no doubt others types of "downstream" uses that are impossible to track with the current PQSD tracking information.[23] Part of the problem is due to the fact that the original system that CRS intended to use to distribute and track document "consumption" and "use" –the FAM (Food Aid Management) website—is no longer active (Section 4.0

---

[23] The current system is very through and organized but only tracks the original person who requests a document. There is no follow-up information on how the document was used or whether it was distributed to either the Title II partners or CRS staff associated with Title II programs.

of this report). Although one of the indicators[24] in the CRS ICB Performance Indicator Tracking Table (PITT) tracks global changes in CRS partner "knowledge in program planning and implementation" (Impact Indicator A.1.):

- Not one indicator (or sub-component of a larger capacity index) in the current PITT measures Title II program or Title II local partner capacity for design;
- There is no indicator or plan (other than the pre-existing PQSD information system) for tracking either internal (i.e., CRS program or CRS local partner) or external (i.e., other Cooperating Sponsor or USAID/FFP national and regional office) demand for or use of materials such as ProPack; and
- The data used to measure IR-A.1,[25] which will no doubt show a change when partners get access to ProPack, is collected through a questionnaire distributed to the CRS programs, not the CRS partners themselves.

3.2.2.   *Recommendations for Strengthening the Internal and External Impact of the Document*

Four groups of recommendations are made for strengthing ProPack's impact on specific target groups during the next phase. These include recommendation relevant to (a) CRS's Title II-funded programs, (b) local partners through which CRS executes it Title II programs, (c) other Title II Cooperating Sponsors and USAID/FFP, and (d) general program design and proposal development for all types of projects.

Recommendations Relevant to CRS's Title II-Funded Programs

Although CRS credits the Title II Institutional Support Assistance Program and the Institutional Capacity Building grant as the chief sources of funding for its production of ProPack (Stetson, Sharrock and Hahn 2004: ii), there is very little material within the document that can help orient a CRS or non-CRS Title II audience to how a Title II grant may different from the global design guidance that is included in ProPack. This distinction is important because the Title II programs that are presumably the principle audience of Title II ICB grants ARE different. They are subject to a very detailed and specific guidance from the donor (USAID) that overlaps nicely with the ProPack guidance, but not completely. Title II program staff that are only trained in Proframe are in for a rude awakening if this is the only knowledge that they have when they confront a external Title II evaluation.

Although the need to strengthen local partner and national program staff in Title II project designs was used to justify ICB support for ProPack under the ISA (1998-2004) and the ICB (2005-2009), the current M&E system does not include any sort of structured feedback on how this works internally. This type of Title II-specific partner and program capacity indicator was envisioned under cross-cutting IR-A and developed during the last month of FY2005 (CRS 2003: 19). The implications for USAID/FFP are

---

[24] **Impact Indicator IR-A.1**: % change in institutional knowledge in program planning and implementation for CRS partners [i.e. local national NGO partners]; and

[25] Percent change in institutional knowledge in program planning and implementation for CRS partners (i.e., local national NGO partners).

considerable since partner capacity in key areas of design and implementation is a priority in the new strategic plan. CRS clearly needs to accelerate its current testing of the Title II specific indicators in FY2006 in order to examine the strengths and weaknesses of the current IR-B (M&E) packages for building this type of core capacity to design and implement food assisted programming based on the IHD.

Several recommendations were made for strengthening the linkage between ProPack and CRS's Title II programming.

➢ <u>Develop Annex Linking ProPack to Critical Donor Guidance</u>: CRS might consider inserting a separate annex at the end, and several text boxes within the main text that cross reference to the Annex, that show the linkages between the ProPack guidance and the MYAP guidance for a Title II program. This annex (and the text boxes) should emphasize the importance of the problem analysis section cross referencing to the USAID/FFP office's strategic plan and guidance. While this is specific to Title II programs, it is important for any donor funded grant. Text boxes and a focused Annex could help program and partner staff see the connection.

➢ <u>Commodity and Cash Resources Link or Fail to Link with Problems Identified by Project's Problem Analysis</u>: The resources that a Title II program acquires are of two types: food commodities and cash. The types of programs that one can support with commodities include school feeding, health and nutrition programs, and integrated HIV/AIDS programming. Therefore, a critical part of the problem analysis associated with the design of a Title II program needs is to identify which types of needs can be met with these different types of resources. In the past, CRS dealt with this issue by developing its own internal guidance for Title II programming (Aker and Setson 2002, Chapter 7, Step 7: "Identify Possible Interventions to Address Key Leverage Points (*Food Aid, Food Aid Rations and Food Security Programs*).

➢ <u>Text Boxes on Title II M&E in Annex and Main Text</u>: One strength of ProPack is that it trains program staff in basic principles of M&E. One weakness is that the M&E training is very general in terms of donor criteria and specific to CRS with insufficient cross-references to donor guidance. In the wrong hands of ambitious, hardworking staff who are well trained in their technical field, but new to Title II programming, they become what consultants call M&E armed, but do not understand how these principles apply to the particular category of grant they are executing (Box 3.3). Three simple solutions for addressing this problem include:

o Inserting a section in the Title II annex proposed above, that focuses on Title II programs, that cross references to the Title II rules and regulations;

o Include information in this annex about some of the specific Title II M&E requirements including supportive guidance in the use of FANTA's three access indices: dietary diversity, hunger gap, and food insecurity index; and

o Include text boxes in the main text of ProPack's M&E sections that help orient the reader to the Title II annex.

> **Box 3.3 Examples of the Need for Linking ProPack Training to the Specifics of Title II Programming**
>
> One example of the limitations of using the current ProPack by itself for training Title II program teams comes from the evaluation of a successful Title II program in Malawi. Like many successful Title II projects, several of the original project staff had been promoted; others had moved on to other projects. Although well trained in their technical fields, all but two of the senior project staff had less than one year experience on the project. Each of the staff members attended a one week Title II workshop on ProPack and Proframe to assist with the design of the follow-on project that would be linked to a consortium.[26] This training occurred several months before the final evaluation. When the external evaluator arrived, Title II project team was well versed in Proframe, but not one staff member other than the project coordinator was familiar with the current project's Indicator Performance Tracking Table (PITT) or the methodology for collecting the specific indicators associated with the current Title II project. In sum, the team was well trained in ProPack, but not in the specific principles of Title II that they needed to link ProPack to a Title II program. This required an additional week to be added to the mission to provide on-site training in Title II M&E and the preparation of a Title II evaluation. Taking note of this omission in ProPack, CRS recommended that a new module on pre-evaluation planning be included in the ARC/CRS M&E series that the ICB grant supports. This pre-evaluation module exists and should be one of the key documents that is cross-referenced in future revisions of ProPack and any Title II annex that is developed.
>
> Source: Della E. McMillan, Frank E. Brockman, Stacia M. Nordin and Stephen Nkoka. 2004. USAID Title II. Development Assistance Programme (DAP). Final External Evaluation. FY2000-2004. Lilongwe: CRS.

➢ Discuss Evidence Based Approaches: One reviewer suggested that future references might cross reference to useful guides for analyzing the technical underpinnings (i.e., root causes) of food insecurity: The Title II MYAP guidance requires that this analysis cross-reference to the 1995 Food Policy Paper as well as the most recent Title II/FFP Strategic Plan. A useful role model for this might be chapters five and six from CRS's earlier guidance for designing Title II programs (Aker and Stetson 2002) which was developed by CRS's Western Africa Regional Office (WARO).

➢ Monitor ProPack Distribution and Impact: Two of the chief challenges of CRS's M&E system during the second half of the ICB project will be:
   o To pilot-test the use of capacity indicators to measure the impact of using ProPack as well as the other types of Title II and non-Title II M&E guidance developed under the ICB to build CRS program and national partner capacity to design and implement the types of food assisted programming envisioned by the grant and CRS's IHD framework and
   o To better track the "downstream" demand for and use of ProPack by CRS and non-CRS personnel associated with Title II, as well as other non-Title II Development-Relief programs.

---

[26] CRS. 2004. Annual Report for FY2004. Baltimore: CRS. Pg. 18.

Recommendations Relevant to Local Partners through which CRS Executes its Title II Programs

Although the ProPack authors emphasize the need for training partners, the primary audience for the document is declared to be "CRS staff….to support CRS's work with partners and communities" (Stetson, Sharrock and Hahn 2004: 1). This point is further underscored by statements that (Stetson, Sharrock, and Hahn 2004: 6):

> ProPack is not intended for distribution to partners without sufficient orientation or training…[and]…An experienced partner may be able to make good use of ProPack materials after they have reviewed the materials with CRS staff" (through a training workshop, for example).

Given CRS's emphasis on building the capacity of local partners in its partnership principles in the ICB proposal and as a cross cutting IR (IR-A) of the entire grant (CRS 2003: 1, 19-20), and a high percentage of the indicators in its ICB PITT, CRS may wish to:

> ➢ Expand ProPack's Target Audience: Describe the target audience for ProPack as "Project and Program Managers" rather than "CRS Project and Program Managers" in order to include project and program managers in national partner NGOs, as well as other Cooperating Sponsors;
> ➢ Link ProPack to Partner Capacity Building: Consider better documenting what, if any, impact ProPack is having on local partners using the partner capacity indicators that were developed under cross-cutting IR-A..[27]
> ➢ Strengthen the Current Systems for Monitoring ProPack's Distribution: Strengthen the current systems for tracking the distribution of ProPack through the PQSD information specialist by making it possible to identify when documents are distributed to different audiences (i.e., local CRS partners, CRS Title II and non-Title II programs, other Cooperating Sponsors, and other non-CS international NGOs).

Recommendation Relevant to Other Title II Cooperating Sponsors and USAID/FFP

Despite the stated objective of the authors of ProPack to focus on strengthening CRS's internal design and implementation capacity, ProPack learns from other agencies' field experience and literature review. Therefore, ProPack is in line not only with the design needs of CRS, but also of most agencies. Moreover, both CRS's ICB proposal and the ICB RFA envisioned this type of Cooperating Sponsor-wide impact. The need to build national NGO staff and local partner capacity to participate in Title II design missions is a clear cross-cutting need that all Cooperating Sponsors share (Box 3.4). This type of capacity building is encouraged by USAID/FFP—both in its guidance and in its day to day supervision of the programs—because it contributes to better program designs that can be sustained once project funding ends.

---

[27] Monitoring A2.1, A2.2, A2.3, and A2.4 under Output A-2 in the ICB PITT track the ICB's impact on global capacity not particular capacities like design.

Box 3.4 Selected Reviewer Comments about the Potential Impact of ProPack Outside of CRS

ProPack is a very useful document that all Title II project managers or MYAP designers should have. The document fills a gap in USAID/FFP's project management and design guidance. As stated in ProPack, project design is an art that can be learn by practice. Most Cooperating Sponsors use two categories of designers for Title II DAP or MYAP designs: expatriate consultants and local project managers. Consultants come from outside for 15 to 30 days at a time. Due to this time constraint, they design the DAP/MYAP in a month's time. The need for expatriate consultants to assist with project designs is driven by the fact that most local project managers don't have the required expertise for designing a DAP/MYAP.   If unassisted, the project managers will very often:

- Not respect the proposal design guidelines;
- Produce a weak problem analysis component that does not establish a clear link between the problems analyzed, the proposed strategies and the USAID/Title II strategic plan. (Due to a lack of specialized training [or guidance] for conducting an appropriate problem analysis); and
- May even fail to distinguish between the required formats for a Title II emergency and Title II development proposals.

Some proposals that are designed by expatriate consultants run into trouble during implementation when the staff in charge of executing a project did not participate in the design. The other project stakeholders may feel little ownership because of their weak involvement in the design.

CRS's ProPack could help ALL Title II project managers to better understand the different necessary steps in the proposal design process. It could improve Title II proposal design and activity implementation and in doing so help USAID/FFP achieve measurable progress toward its IR #2: "Title I program impact in the field increased."

(Dramane Mariko, USAID/FFP West Africa Regional Office)

Some of the concrete recommendations for increasing the wider impact of ProPack on non-CRS Cooperating Sponsors include:

➢ References: More references to the experiences and involvement of other Title II Cooperating Sponsors in the ProPack text boxes;
➢ Terminology: Better definition of terms such as "partners" (i.e., the national Catholic charities through which it executes most of its projects), "Justice Lens," and "expressions of solidarity" that are familiar to CRS, but not to someone from outside CRS (even CRS national partners may not be familiar with some of the terms and themes);[28] and
➢ Access: By better publicizing the document on websites that are available to non-CRS audiences (see section 4.0 of this report).

One of the major challenges for the next half of the grant will be for CRS to develop better systems for making information about key documents such as ProPack, as well as the document and training packages that accompany such documents, available both internally (to CRS partners and programs) and externally (to other Cooperating

---

[28] One reviewer illustrated his comments about this by referring to ProPack's discussion of CRS MAGI micro-finance program (page 86). He suggested that CRS delete this reference from the text since the current discussion raises questions about whether the programs had an adequate exit strategy that detracts from the main focus of the text.

Sponsors). If these systems are developed, it is highly likely that ProPack could have a major CS-wide impact that would be akin to the CS-wide impact of the two sets of environmental guidance that CRS developed under the ISA.[29]

Recommendation Relevant to General Program Design and Proposal Development for All Types of Projects

Some of the "mainstream" (i.e., not strictly focused on Title II) recommendations for text revision include the following.

> Link Problem Analyses to Higher Level Strategies: Encourage projects to discuss the linkage between their program (its objectives, activities and problem analysis) and a country's higher level strategies and programs (Box 3.5).

Box 3.5 Critical Importance of Linking Project Designs to Higher Level National Government and Multi-Donor Strategies

ProPack could indicate how CRS projects can better be integrated into country macro-level development objectives and into local (project zone) level immediate objectives and community concerns, as well as avoid duplications. For instance, how to integrate into the design the expected impact of a specific food security or HIV/AIDS project on the policy framework of a particular country, or which activities of the project best fit the community's current needs and future development requirements. Proper training of staff and other partners in the analysis of their project links to this type of larger policy context can enhance project design and expected results, and further link impact indicators (the most important indicators) to real development objectives (national, as well as local). This could come under chapters III and IV of ProPack, and be reflected in the various stages of design: assessment, problem analysis, etc. (Bonaventure Traore, Africare Country Representative, Guinea)

> Project Funding/Financial Sections: Incorporate some discussion about the need to lay out alternative funding scenarios in the budget discussions sections (i.e., what they would propose to cut or delete from the project if they don't receive their full budget amount).

> Stakeholder Review: Increase the amount of time programmed for stakeholder review since the one day described in the text (page 32) doesn't seem sufficient.

> Design Team: Emphasize the "value added" to a design team of bringing in some staff from the same NGO (but from outside the country) or from outside that specific NGO (as consultants) to cross-check some of the local peoples'

---

[29] Under the ISA, CRS worked with the FAM environmental working group to develop two sets of guidance that would help Title II Cooperating Sponsors execute the new US government rules concerning environmental impact assessment. A second, less detailed version of the guidance was produced for field use. The two documents were among the most frequently downloaded documents from the FAM website. They also received one of the highest aggregate "scores" in the final quantitative survey, which ranked FAM distributed documents in terms of relevance, focus, content, and impact (Source: McMillan 2002).

preconceived information and assumptions. These types of preconceived notions can sometimes inadvertently "drive" a design.

➢ Project Design and Proposal Development Table (Table 1.2): Review the last statement on page 11 in Table 1.2. The current sentence implies that there are no inputs from headquarters. Is it true? Additionally, proposals can be simultaneously submitted to USAID/WDC and USAID/Field.

➢ Concept Paper and Gap Analysis: Strengthen the design of "concept papers"[30] (which several reviewers signaled as very helpful) by suggesting that a good concept paper should include (a) a clear hypothesis for the project, (b) a clear strategy to address the hypothesis, (c) whenever possible, a preliminary budget for the project or—if USAID has funds for design work—for this design phase; and, whenever possible, (d) a preliminary description of the proposed PMP (Program Monitoring Plan) with stakeholders and partners, including USAID, sketching out the strategic framework and indicators.

➢ Monitoring and Evaluation:
  o Consider including some discussion about the fact that USAID usually prefers for projects to concentrate their M&E systems and tracking tables on higher level indicators rather than a huge number of monitoring indicators.
  o Edit the discussion of surveys (baseline, mid-term, and end of project (page 167, Chapter V, Section IV: C) so that they are incorporated into the routine discussion of project M&E.
  o Poor M&E systems are often characterized by "*data collected but left unused…..and data analyzed somehow, but not in a form or a time that was suitable for key decision maker" (page 117).* ProPack needs to emphasize timely data analysis of appropriate data.
  o More emphasis should be placed an extensive M&E plan being part of the proposal design at its initial phase, with allowance for adjustments once the project is up and running. [31]
  o Intermediate results (IRs) should be stated as achieved results (i.e., *Staff ability to utilize ProPack is enhanced),* CRS should consider reworking the text that concerns the formulation of IRs accordingly.
  o Future revisions should consider including the "Project Idea Notes Form" used by WARO" that is mentioned on page 23 in an annex rather than referring people to the CRS office.
  o Consider whether the ProPack discussion of the results framework should be inserted before or after the project design framework.
  o The assessment section is missing visual observations (transect walks, windshield views, etc.).

---

[30] One reviewer noted that although a Concept Paper is a good idea, USAID/FFP does not accept concept papers.
[31] Dennis McCarthy (USAID/FFP, Haiti): "Of course, adjustments can occur when the project is up and running, but the statement on page 138 'At this step in the project design you are not expected to write the M&E operations manual for the project' seems to say 'don't worry about it until you start activities implementation."

- There is good discussion on assessments of both needs and strengths, but then there is too much detail concerning needs assessments.
- When going through the Proframe, consider starting with "goal" then moving down to "activities" instead of starting with activities.
- In the section of the proposal writing area on local partners and capacity, it seems implicit that local partners refers to NGOs/CBOs and not local communities themselves or local government.

➤ Implementation Plan: Several reviewers took issue with some of the ProPack statements which appear to downplay the need for a detailed explanation of how the project will be implemented (for example see page eight). This type of implementation plan is, in the eyes of USAID/FFP, one of the areas where most proposals are weak. Given the high levels of turnover in most NGO projects, this information is critical for new managers, as well as mid-term and final evaluation teams.

➤ Editing to Reduce Detail and Repetition: Several readers felt that the length and level of detail might scare some potential readers. Some of the specific recommendations reviewers gave for reducing the bulk include:
- Putting the detailed information on useful issues, such as how to plan a stakeholders meeting, in footnotes or endnotes and
- Reducing some of the repetition in sections III and IV, such as the definition of output and project managers' responsibilities.

➤ Graphics: Overall the simple graphics were considered a plus. There were instances, however, where one or more reviewers thought a graphic might be inappropriate. For example, Figure 5: A *Community of Learning* on page 14 with a computer for everybody around the table and the concept of promoting organization of communities in a narrative seemed a bit unrealistic, considering that some grassroots/community organizations may not be able to participate through a computer medium.

➤ Terminology: Reduce direct references to CRS and CRS-specific terms in order to be more inclusive.

➤ Cover Art:
- One reviewer suggested the sub-title *"Project Design and Proposal…"* on the cover page be bigger and bold.
- One reviewer noted that gender equity on the cover page is unbalanced. Furthermore, proposal designs target communities, women, men, and children. The cover page of a new version of the document should be more inclusive of a community.

➤ Problem Tree: Some readers may find it useful to have a citation for the source of the diagram on page 82, with a note that it is an adapted version of the original Problem Tree.

➤ Appreciative Inquiry: It may be useful to some readers to briefly discuss the "Appreciative Inquiry" aspect of project design, perhaps in a one to two page annex.

3.3.   Tsunami Recovery through Integral Human Development

3.3.1.   Identified Strengths, Weaknesses, Potential Impact, and Tracked Distribution

All nine reviewers of the Tsunami/IHD document appreciated both the focus and content of this publication (Box 3.6). Specifically, the focus on practical applications of the IHD framework to one of the most devastating disasters in recent time was timely and appropriate. There was an overwhelming sense that CRS needs to replicate this type of simple document to entice USAID personnel to better understand their projects and other new concepts.

> **Box 3.6 Selected External Reviewer Comments about Consideration in Developing Holistic Recovery Programs after the Tsunami Disaster: Fostering Integral Human Development**
>
> I was directly involved in the design and execution of development programs after Hurricane Mitch. This paper is great. I can't think of anything to improve it. The thing is that it is a really good, succinct presentation of the Title II objectives [for Development-Relief]. It outlines the Title II programs as monitoring indicators. It says is food available? Is it accessible? Where is it most available? Whoever wrote this distilled a very complex situation into a very field friendly guide that links the specifics of the Tsunami to the Title II program's focus on vulnerability and risk. As far as how to reduce risk and determine who was most vulnerable, this document just 'nails' it. (Sarah Workman, University of Florida)
>
> ******
>
> I would say that it is equally relevant to Title II and non-Title II settings. The guidance provided is excellent in terms of broadening the awareness of staff operating in a standard relief scenario where we often begin to position ourselves for recovery and development-related interventions a bit late. The concepts are food security oriented, but also incorporate the importance of protection and regular assessment as a part of any relief-oriented work plan. And, in that respect, again, serves as a good conceptual guide for both emergency and transitional programming.
>
> What may be less clear in the document (because it has been written to apply the IHD to a specific example), is how to actually use the framework in the field. Does CRS have tools that would guide application of the IHD approach within an assessment? It seems this would be particularly helpful along with an analysis guide to then link the assessment findings to response priorities.
> (Heather Denton, Mercy Corps)

Some of the key content issues that reviewers identified as most useful were:
- The idea that relief programs could distribute vouchers that could be used to purchase goods from local businesses rather than supplying commodities directly;
- The concept of disasters precipitating rapidly changing needs and vulnerabilities;
- The clear, concise explanation of how vulnerabilities can differ within a single family;
- The emphasis on and clear guidelines for "assets analysis";
- The emphasis on local communities taking the lead on relief efforts; and

- The optimistic presentation of how shocks can sometimes present new opportunities to work with local organizations and give these organizations more control than what they had prior to the shock.

One group (three of the nine reviewers) made no recommendations for improving the document.   A second group (six of the nine reviewers) appreciated the **content** and **focus,** but took issue with the **format/layout**, **language, and logic**.[32]

Based on the records of the PQSD information specialist, only two copies of the Tsunami paper were distributed outside of CRS. This figure clearly under-rates the extent to which the document was distributed both within and outside CRS through other channels that were not documented by the PQSD information specialist.

3.3.2.   *Recommendations for Strengthening the Internal and External Impact of the Document*

Principal Recommendation for Follow-up

- ➢ Rework Current Paper into Two Papers: The initial impression of this paper is that it intends to present the specifics on how the IHD framework was applied to the South and Southeast Asia Tsunami situation and the specific and general lessons learned from that context/case study. However, this working paper is not specific to the Asia Tsunami disaster and is written more as a general introduction to how the IHD framework could apply to such situations. What is needed at this point is two papers:
    - o A case study of the Asia Tsunami disaster using the IHD framework and
    - o A paper with a more detailed step-by-step process for applying the IHD framework to disasters in general.

These follow-up papers would be particularly useful given that the current paper was written to help orient the Tsunami relief effort and has not been finalized since April 2005. However, the Tsunami/IHD working paper provides a good general introduction to applying IHD framework to disaster response situations. The following reviewer recommendations can be applied to both a future case study of the Asia Tsunami disaster using the IHD framework or a revision of the current document. These recommendations focused on:
- Strengthening the clarity of the text and IHD model and

---

[32] "It might be useful to have the **format** of the narrative speak directly to the framework. You have referred to the framework in different places throughout the narrative, but the message may be clearer if the narrative was formatted to directly explain the framework." (Heather Danton, Mercy Corps)
"The **focus** of this document is very relevant to Title II programs. However, the way this **focus** has been presented doesn't make easier to understand the Integral Human Development concepts. The **language** used doesn't allow the reader to appreciate the importance of IHD principles in a recovery context." (Dramane Mariko, USAID/FFP, West Africa).

- Harmonizing the text in Section I (Overview of the Integral Human Development Framework) with the text in Section II (Assessment) and Section III (Response).

Recommendations for Strengthening the Clarity of the Text and IHD Model

➢ IHD Framework (Section I): Several readers felt that the description of the IHD Framework was somewhat "muddled and took away from "the considerable potential of the concept." Since the IHD is the paper's starting point, this section needs to be crystal clear. Specific reviewer comments include the following.
  - o Tone: Rework the wording in the IHD framework and introduction so that it is less prescriptive. One reviewer commented that: "The paper could improve by selling less and simply explaining more details and more practical end results..."
  - o Cross-References: Since the IHD draws heavily from other livelihood based work globally, it would be good to include a short explanation of how it is similar and what distinguishes the IHD framework from these other approaches.
  - o Risk: One reviewer asked if the IHD framework mentioned anything about political risk (i.e., political risk associated with helping local people respond to the new opportunities created by a crisis).
  - o Individual Dimensions of Coping and Vulnerability: One strength of the document is its emphasis on different degrees of vulnerability within households. One reader, however, felt that this discussion should at least cross reference to neurophysiology work undertaken in the past decade or so showing that there are strong individual dimensions of coping tied to personality, physiology, and particular social environments. In other words, even within broad categorizations (e.g., elderly being most at risk), are individual parameters that may affect resilience within that group. Population level approaches are of course most needed during disasters, but one still treats the individual during the intervention (e.g., during health interventions, etc), and one must have some gauge of individual coping skills perhaps through another assessment.
  - o Clarity: One reviewer suggested that the explanation of the IHD in ProPack was easier to understand than the one presented in the Tsunami/IHD paper and that it would be a good role model to follow.
➢ IHD Terms: Several reviewers felt that the document needs more consistent language between the sections and clearer definitions of key terms and concepts (e.g., the five components, six strategy topics, etc.). Specific reviewer comments include the following.
  - o Giving Concrete Examples: Give concrete examples from CRS or non-CRS projects (for instance in brackets) for terms like "assets." Another way to give examples could be through more extensive use of text boxes. One reader suggested creating a front section "Glossary of

Terms" that explains key terms and concepts (Note: ProPack, Chapter VI, includes this type of "Definition of Terms").

- o Simplifying Key Concepts: One reviewer asked if it was possible to consolidate the number of strategies. He noted: "There are currently six [strategies]. Is there anyway to consolidate? This would be difficult to discuss with people: six distinct categories can be confusing."

➤ IHD Textbox (page five): While the text box was considered a very useful summary of the IHD framework, several reviewers felt it was somewhat confusing and not fully connected with the text. One reviewer felt that some of the questions in the textbox were "leading;" another felt it was too much focused on disaster reduction and should have focused on the IHD per se before moving into how the IHD could be used as a disaster assessment tool.

➤ Language and Tenses: A number of reviewers made concrete recommendations for tighter editing of tenses[33] and the "logical" connection between ideas.[34]

➤ References: References to use of PRAs, emergency response manuals, and positive deviance approach should include specific citations and also other resources that provide a clear outline for how to implement these tools, specifically for the context of IHD approach to disaster response (if available). For example, the box on pages nine and ten could be greatly improved by the addition of specific citations/references for each of the approaches (i.e., to "establish emergency preparedness and action plans" provide examples of specific plans that are considered successful and/or resources that outline the steps to be taken to develop these actions plans).

➤ Key Resources: Several readers mentioned that they were interested in seeing any other background pieces on IHD, as well as some of the programmatic resources cited at the end of the document to better understand the context within which CRS is writing.

---

[33] Keith Polo (Mercy Corps): "The immediate relief activities subsided a long time ago. In the introduction it would be better to say something to the effect of '… in an effort to learn and prepare for future emergencies…' than to say that their PQSD is developing this paper.

[34] Hillary Enga (Oregon State University): "In particular, weaknesses in the flow of logic appear on page 2 paragraph 2 [The authors of this paper recognize…..have been conducted. This paper supports that work and builds upon it…]. What work in particular is being referenced, and how can one build upon "it" when the reader doesn't know what "it" is? Add several paragraphs of background information on those referenced prior assessments and relief activities, presumably, but not stated, for the Tsunami disaster. Further, on page 2: Is "positive deviance" an oxymoron? This reader was struck by its awkwardness. On page 6, the logic further weakens, when the same list order of "five components" originally listed on page 3 is not followed. This makes it tremendously difficult for the reader to follow and reduces usefulness of this document as a teaching tool. The assessment example for the tsunami should follow the same list order as on page 3, and not leave off two of the five components (strategies and outcomes).… The schematic on the last page needs to be refined: refer to it specifically in the text; use terminology that mirrors that used in the text for the 5 components (hard to find vulnerability in the current schematic)."

Editorial Suggestions for Harmonizing the Different Sections of the Text

> ➢ Link IHD Framework Terms and Concepts to Subsequent Narrative: One of the key cross-cutting recommendations was the need for better linking the IHD framework to the rest of the narrative. Several reviewers suggested that it might be useful to have: the format of the narrative speak directly to the framework.[35] One reviewer recommended using the categories of 1) vulnerability, 2) structures and systems, and 3) rebuilding strategies as the three sub-sections for the assessment section too to make it flow better.
> ➢ Summary Conclusions: One reviewer stated that the final summary section needs to do a better job of summarizing the main concepts and leaving the reader with the main points.

3.4.   Guidelines for the Development of Small-Scale Water Supply and Sanitation Projects in East Africa

3.4.1.   Identified Strengths, Weaknesses, Potential Impact, and Tracked Distribution

The average overall ratings for this Wat/San Guidelines were the highest of any of the documents reviewed. In terms of relevance and focus, the reviewers confirmed that this continues to be one of the least documented technical areas associated with Title II programming. Most reviewers were equally effusive about the quality of the layout/format, language and writing. Several reviewers identified ProPack and the Wat/San document as models for how the other format/layout and language of the other two documents could be revised. The document was considered relevant to both Title II and non-Title II development and relief efforts.

Some of the key content issues that reviewers identified as most useful were:
- The recommendation that projects anticipate the need for a six to eight month planning period, which many reviewers noted is a realistic time frame;
- The clear presentation of some of the issues surrounding maintenance and spare parts;
- Strong advocacy for projects taking a watershed approach; and
- The fact that the document considers USAID policies and regulations regarding water and sanitation, as well as various international regulations related to water and sanitation.

---

[35] Heather Danton (Save the Children/US): "You have referred to the framework in different places throughout the narrative, but the message may be clearer if the narrative was formatted to directly explain the framework. "

Box 3.7 Selected External Reviewer Comments about Guidelines for the Development of Small-Scale Water Supply and Sanitation Projects in East Africa

I am not currently involved in water development work, but had some involvement in eastern Africa in the past. It is an excellent document and should meet the needs of a wide range of water development workers. It is very well written. The guidelines are well presented, straightforward, and practical; they are justified and feasible. (Charles S. Wortmann, University of Nebraska).

*****

This superbly written document has high potential of serving clients. It is a solid reference on guidelines to follow in specific circumstances: sanitation and water supply in East Africa. … Again, I was taken by how beautifully written and accessible this document was…. I was impressed by these Guidelines and feel they can provide an excellent reference to practitioners, academics, community groups, and others. (Hillary Enga, Oregon State University)

*****

The Water Guidelines [document] is pretty basic, does not go into a lot of detail and might be helpful to a project manager with no clue on water interventions… and this might be, after all, its value. The organization of the document is more like a basic text book as opposed to true guidelines, which should have had a different design aiming to be more hands-on, "practical," user friendly. (Carlos Cadenas, Mercy Corps)

*****

This guideline can be used for all Title II water and sanitation projects….The guidelines can [also] be used by non Title II programs funded by USAID or by other donor programs. … I don't have any suggestion because the document is very good and very practical. (Dramane Mariko, USAID/FFP, West Africa)

*****

These guidelines are excellent and appropriate for the design of any water and/or sanitation project regardless of whether Reg. 216 applies or not… I believe it complements our efforts to update the CRS Field Manual for the preparation of quality IEEs (Initial Environmental Examination) and therefore, some sort of guidance should be issued in this light…" (Bill Feibig, Save the Children)

This is a well-written and user-friendly document. The document covers of the basics of developing and managing rural water and sanitation projects. By having the "end" in mind in writing the document, the authors have been able to demystify the often academic approach of guidelines development. (Charles Owubah, World Vision)

3.4.2. *Recommendations for Strengthening the Internal and External Impact of the Document*

Only four of the nine reviewers identified areas for strengthening, all of them relatively minor.

> ➢ Give Greater Emphasis to Other Types of Water Use and Issues Related to Clean Water: Although the text alludes to other types of water use and issues related to clean water, the text emphasizes sanitation. The chief identified need was for more in-depth discussion of other types of water use (e.g., market gardens, aquatic fauna and flora) and issues (e.g., spare parts, maintenance, and transportation) that are alluded to, but not discussed in detail.[36] Reviewer recommendations for expanding this focus include:

---

[36] Hillary Enga (Oregon State University): "While the report nods to other water uses, and the need for an integrated approach throughout the water supply and demand system, it distances itself by considering sanitation as a solitary system and need. Having said that, however, the report does an excellent job of

- o Market Gardens: More in-depth analysis of some of the issues surrounding market gardens, including market gardens and small irrigated perimeters run by women's groups;
- o Private Sector Replacement Parts and Maintenance: More discussion of the critical issues of water infrastructure maintenance and spare parts capacity and building sustainable private sector systems to provide for these once project funding ends;
- o Non-Drinking Water Quality Issues: For example, aquatic life can be tied back into human health in that the bioaccumulation of pollutants in fish cause magnified problems when later ingested by humans (heavy metal toxicity, PCBs, etc). Some water quality standards for aquatic life are actually more sensitive for fish than for humans.
- o Monitoring and Evaluation of the Clean Water "Delivery and Utilization" Chain: The current emphasis on M&E focuses on sanitation (Part II, pages 19-20, 24). This discussion needs to be expanded to address the full clean water "delivery and utilization chain" from the source (e.g., wells and boreholes), through transportation, handling to the utilization point (e.g., storage and treatment).
  - ➢ Guidelines for Measuring Drinking Water Quality:
    - o *Water Quality Standards*: One reviewer raised issues about the use of fecal coliform compared to using only *Escherichia coli* to measure pollution levels.[37] The same reviewer suggested that the target levels for nitrates (50 mg/l) may be too high.
    - o Private and Government Capacity Building: Explore ways that Title II and non-Title II projects can help develop private sector and government capacity to establish and monitor water standards.[38]
    - o USAID Regulations (page 15): Update what, if any, progress USAID may have made in developing better guidelines since March 2000 (page 15). Explain (through a footnote) how the guidelines developed here link with the activities of the water team within USAID EGAT (Economic Growth,

---

laying out specific indicators and guidelines for sanitation, and a reader could take the examples and apply them to other uses within the water system."

[37] Hillary Enga (Oregon State University): "It seems the table on page 25 was arrived at through group consensus, but I wonder if *E. coli* could be measured for freshwaters instead of the battery of fecal coliform, as *E. Coli* are considered better measures of pollution for human contact. USEPA recommends using enterococcus as a measure for human contact in marine waters (35 organisms/100 ml). And, in estuarine and marine waters for shellfish, some standards, that use fecal coliform (FC) as this report does, set a much stricter maximum contaminant level of 14 FC/100 ml (as compared to 50 FC/100ml MAL on page 25). An MDL and MAL of 50mg/l Nitrate as NO3 seems sadly high, when other standards recommend 10mg/l. I don't know what the incidence of blue baby disease is in East Africa (correlated with NO3 concentrations), but 10mg/l may be a level to strive for."

[38] Dennis McCarthy (USAID/FFP Haiti): "Thee current text implies that national guidelines exist. What happens when they don't? Although the guidance advocates the use of community-based water testing kits, what happens when the project ends and the government agencies must oversee these community-based efforts? To address this issue, the reviewer recommended that future proposals (and perhaps future revisions of the guidelines) look at ways that CRS's activities could be used to strengthen the types of private and public-sector laboratories that can conduct scientifically based water testing."

Agriculture and Trade) and what type of collaboration might be occurring between the ICB water resource group and the USAID EGAT water team.[39]

➢ Resources Relevant to Execution of Guidelines: Clarify to the reader where other types of information directly relevant to the execution of the guidelines[40] could be accessed from CRS and non-CRS sources—including recommendations that projects adopt a comprehensive watershed plan.

➢ Indicator and Guideline Checklist (pages 38-46): The checklist that outlines the indicators and guideline statements is helpful. Future editions of these guidelines should include references to examples of how each guideline statement has been assessed in specific programs. This information would help new programs develop better methods for measuring their compliance with the guidelines.

➢ Editing (Section B.2): The statement: "Projects should use local materials wherever possible" should be changed to "Projects should use local materials where appropriate" (often materials and practices from outside the community may be far superior to local materials). A similar adjustment should be made in the checklist (B.2., page 42).

4.0. Document Distribution System

The concept of facilitating Cooperating Sponsor access to CRS documents was addressed in CRS's ICB proposal. Specifically (CRS 2003: 2):

CRS will make all materials it generates under the ICB freely available to the Title II community at large, through the FAM website or other appropriate and cost-effective mechanisms.

Under the Title II funded ISG and ISA grants, FAM enabled CRS, as well as the other Title II Cooperating Sponsors, to post various documents—including detailed information about the intended audience and use of the document—on its excellent documentation website. This system of documentation benefited CRS as well as non-CRS Cooperating Sponsors. Once Cooperating Sponsor field staff were informed about the website, it enabled them to gain access to articles that summarized the most current thinking about specific themes (local capacity building, NRM, agriculture, environmental assessment procedures, anthropometric measurement techniques, indicators, and monitoring and evaluation) that were of concern to Title II audiences. With the simple click of a button and some simple direct navigating with the FAM document list, CRS and the other Title II Cooperating Sponsors were able to post its papers for a wider

---

[39] One reviewer felt that the statement that USAID has not yet developed water guidelines, could be moderated by some discussion of what activities are being undertaken by the USAID EGAT water group. The USAID personnel noted that this group has been extremely grateful and responsive to any information or examples of best practice forwarded to them.

[40] This would include information on different types of water schemes, water quality monitoring, sampling and testing, and community involvement in and responsibility for developing and maintaining water infrastructure, as well as guidelines and training resources on community involvement in water supply development, management, and applied research.

audience. During the second half of the grant, FAM was also able to track the individuals who requested documents and whether they were from a headquarters or field office of a Cooperating Sponsor. This tracking system was extremely helpful in determining which themes were most in demand by Cooperating Sponsors and in presenting the full package of materials that field staff needed to backstop their programs. The same system cross-linked to the most important documents for Title II field operations on the USAID and FANTA websites.

Unfortunately, Food Aid Management (FAM) consortium's funding was not renewed. While the FAM website was taken over by another NGO, this NGO has not had the human resources to maintain the type of active posting and bibliographies that FAM once did. This lack of a clear pre-defined network for distributing its ICB documents is one of the challenges that CRS must address during the second half of its grant as more and more of its ICB documents become finalized.

Currently CRS relies on its pre-existing system for circulating documents though:
- The internal CRS PQSD intranet (which is accessible to staff by password) or
- The PQSD information specialist.

Once a request is generated from a field office or by a PQSD specialist, the information specialist's records note the title of the document, the format in which it was sent, the number of copies, who requested it, the recipients name, position and address. A simple analysis of these records through May 9, 2006, however, shows that to date the vast majority of requests come from within CRS. Out of 431 items requested from the information specialist, only 65 (approximately 15 percent) were from outside CRS and only 16 of the 431 documents requested were from other Title II Cooperating Sponsors or other Title II food security affiliates (e.g., consultants working on Title II programs, USAID, or the WFP). By far the most frequently requested document was ProPack, which generated 253 of the 431 documents requested from the information specialist and 12 of the 16 requests from Title II Cooperating Sponsors or other Title II food security affiliates.

Based on this analysis, it is clear that the type of broad based distribution of certain ICB documents that CRS envisioned as part of its Title II ICB will require CRS to address the issues of demand and access, as well as supply. Increasing CS, USAID/FFP field office, and WFP demand for the ICB documents will require CRS to publicize its offerings through its website and other means. Since CRS identified the FAM documentation system as its role model for "supply" in its proposal, the agency should try to emulate certain aspects of this system that worked very well or see if and how it could join with other Cooperating Sponsors in recreating a joint system for distribution. The FAM document distribution system was and remains the Title II industry standard. CRS could probably recreate certain elements of that system at relatively low cost by hiring one of the FAM specialists and/or building on CRS's existing website. Basic elements of the FAM system that would be especially useful to CRS include:

- Web posting of key documents for easy access;
- A system that requires that persons who request a document register their email and their institutional affiliation as a means of tracking demand; and
- A system of quarterly tracking of the number of times key documents were downloaded by (CRS) and external (non-CRS) as a proxy variable for demand.

Better information on demand would help CRS understand needs in adjusting publicity/postings.

Some sort of system for ranking documents in terms of relevance and format might also be useful. A simple system of ranking documents from zero to five was pilot tested during this review. Unfortunately, the survey form did not clarify what the different rankings ("1," "2," "3," etc) meant within a program context. The result was that the information was subjective—since evaluators would arbitrarily rank the documents they found most useful with a four (strong) if they were great optimists or a three (average) if they were more cautious. Few, if any, documents were ever ranked below average on content, focus, or potential impact. More concrete, yet simple, indicators would be useful (e.g., request follow-up could ask how many field agents or separate project within an organization or agency have used the requested document or how many times the document requested has been shared with other organizations/agencies/communities). Even with these flaws, however, this simple system did enable the evaluators to identify certain trends like the wide variation in assessment of technical documents like the water and sanitation guidelines that were useful in formulating recommendations for increasing document impact and "demand."

5.0. Summary Observations and Recommendations

5.1.   Summary Observations

The sharp division of opinion (and scores) for certain documents such as the water and sanitation strategy reflect a more general problem with the current system (as of mid-term) for distributing the ICB products both within an outside CRS. CRS's ICB strategy and the documents feeding into and resulting from that strategy were designed to build the capacity of a wide variety of audiences (local communities, national NGO partner staff through which CRS execute the projects, national CRS staff, regional technical advisors that oversee CRS's programs, as well as other Cooperating Sponsors who work with internal audiences that are just a diverse). CRS anticipated this problem in its proposal by proposing a "package" of supporting materials and is actually producing this kind of package of materials according to the annual reports submitted to USAID (Annex I). The problem at mid-term is that outside reviewers can't see the larger picture about how specific materials interact with and reinforce one another. No doubt many of the new CRS program staff—that did not participate in the regional training programs—can be equally confused when they confront a single document without seeing how it relates to a whole package. This overabundance of useful field documents—aimed at different levels and at different stages of finalization—is a nice problem to have at mid-term since it is a problem that is easily solved.

5.2.   Summary Recommendations

CRS has invested heavily in the development of high quality applied research, document reviews, and document production during the first half of the ICB. What is needed now is a system for finalizing these documents into the types of inter-related ICB deliverables that were envisioned by the original proposal. The demise of FAM means that CRS will now be forced to manage some of the distribution issues that the grant had intended FAM to manage.

> *Summary Recommendation #1: Review the existing list of documents produced by the different SO and IR teams (Annex I):*

With the existing data base collected during the mid-term, the CRS ICB staff should review where they are in terms of production and revision of a host of documents that the teams generated during the first half of the grant (Annex I) and see if and how these documents fall within the five categories that the consultants identified or some similar system for grouping ICB documents:
>
> *Category 1:* Standard templates developed to help CRS program offices (and the wider development community) identify best practices (BP) for each respective IR topic;
> *Category 2:* Compilations of best practices from the wider development community (including CRS) that resulted from the use of the relevant BP template for the early stages of its ICB;
> *Category 3:* Background and literature reviews of other CRS and non-CRS programs;
> *Category 4:* Examples of improved guidance related to the themes that the ICB proposal established as internal "learning" priorities; and
> *Category 5:* Case studies of regions and country programs using the improved guidance developed under the ICB.
>
> If one adopts this methodology for "systematizing" the existing base of documentation (Annex I) into five categories of ICB documents then: ProPack and the Wat/San Guidelines documents would fit into Category 4; documents like the Tsunami/IHD paper would fit into Category 5; and the HIV/AIDS BP paper would fit into Category 1.

Far from being an original idea, this type of systematization of the internal learning processes related to CRS's ICB strategic objectives and intermediate results was envisioned from the start. CRS may wish to keep the categories used here or develop others. The key issue is to group and focus what has already been done (Annex I) and to use information from this review to help inform the types of internal review and editing that the other documents will require.

> *Summary Recommendation #2: Develop a focused plan for finalization of key documents for internal CRS and external CS audiences*

Once each technical team has developed a complete list of documents, they need to determine whether the external reviewers comments discussed in this report as well as the other comments that CRS collected during its internal review should be incorporated into the revision of the specific documents under review **or** in other documents not yet revised, such as those listed in Annex I of this report.

> *Summary Recommendation #3: Conduct any additional reviews and editing needed to finalize the key products*

Once CRS has decided which documents will be final products distributed to a wider internal (CRS national partner, CRS program) and external (Title II Cooperating Sponsor, USAID/FFP, FANTA, WFP) audience, they need to develop a more standardized process for internal and external review. For this review process to be effective, each request for a review needs to be accompanied by:
  o *Sub-recommendation 3.1:* A simple letter of introduction that explains the wider "package" within which the document is situated; that reinforces
  o *Sub-recommendation 3.2:* A short introductory preface to the document itself that explains again how this particular document under review fits within a "package" of documents that CRS is developing for different themes and for different audiences. This type of informed, structured feedback should provide the information that the technical teams need to revise the specific documents that are envisioned within a package.
  o *Sub-recommendation 3.3:* Given the huge diversity of regional CRS and non-CRS audiences that the ICB documents serve, CRS might also consider creating an editorial review committee that would consist of one representative per region (for SARO, EARO, WARO, LARO, etc.) and one representative of three other Cooperating Sponsors with whom CRS cooperates extensively (one large CS, one medium sized, and one small).

> *Summary Recommendation #4: Develop a more harmonized cover format and tone for the "broad categories" of documents*

To facilitate internal (i.e., CRS and CRS national partner) and external (i.e., other CS, USAID/FFP, WFP) understanding of the different SO and IR document "packages" and the specific document's role within a "package" aimed at different audiences, CRS should consider developing:
  o *Sub-recommendation 4.1:* A standardized "series title" for all documents that fall within the five broad categories of ICB documents

that CRS considers to be most relevant. The consultants identified five categories which could provide the basis for this type of classification and analysis (i.e., Best Practice Templates; Compilation of Best Practice; Extensive Documentation Review; Guidance; Case Studies of the Use of Guidance) (Box 5.1) and

---

Box 5.1 Example of a Standardized "Series Title" that Could be Used in Follow-Up Documentation

One such standardized format could be a group of templates for examples of best practice that follow the same general model as the HIV/AIDS Best Practices document. Several of these formats have already been developed by the ICB thematic teams (Annex I). This would produce a series of dual purpose documents. First, they would be useful to practitioners working in a particular area (e.g., agriculture, NRM, HIV/AIDS, water and sanitation). Second, they would illustrate how the best practice methodology could be used to complement the existing M&E systems that are used to evaluate Title II projects.

---

o *Sub-recommendation 4.2:* A style sheet for technical teams that can help better standardize the documents in terms of tone and format. Since some of the documents that are developed for internal CRS program and national partner audiences—such as ProPack—will also go to a wider audience, some of the internal terms, such as "partner" and "the CRS Justice Lens," need to be defined. Failure to define these terms inadvertently leads to a very strong document like ProPack being undervalued by the wider Cooperating Sponsor and development community. This style sheet should standardize certain style issues such as: (a) the inclusion of a standard reference format for the document that should be used when citing it in reports or requesting copies and (b) clear identification of who funded the applied research that is discussed as well as the document production.[41]
o *Sub-recommendation 4.3:* For documents aimed a wider Cooperating Sponsor audience CRS needs to develop firm guidelines that reduce and limit the direct references to use by CRS alone (Box 5.2).

Failure to address simple editorial standardization issues like this will reduce the documents' use by, circulation to, and impact on the wider development community beyond CRS.

---

[41] Two of the four documents in the current review (Propack and the Guidelines for the Development of Small-scale Rural Water Supply and Sanitation Projects in East Africa have clear references in the front matter; the other two do not, **which makes it difficult, if not impossible** (from a legal point of view) for non CRS actors like the World Bank and the World Food Program to cite these documents in their work.

> **Box 5.2 Tone and Format Issues to be Considered in the Revision of Future ICB Products**
>
> The <u>Guidelines for the Development on Small-Scale Rural Water Supply and Sanitation Projects in East Africa</u> give credit to other CSs participating in the development of these regional guidelines yet the stated intent of the guidelines is repeatedly "for use by CRS programs," "be used by CRS country offices," and "to provide guidance, within the framework of CRS principles and policies, to CRS staff." Many of the specific guideline statements begin "CRS and its partners," does this refer to other Cooperating Sponsors regardless of their relationship with CRS in general or for a particular project, or does it only refer to partners engaged in a CRS project. This type of wording needs to change when ICB documents are addressed to a larger Cooperating Sponsor audience.

➢ *Summary Recommendation #5: Develop an appropriate website that presents the ICB document packages to CRS and non-CRS audiences*

Like the FAM website, the new website should include:
  o *Sub-recommendation 5.1:* Brief annotated bibliographies of the documents that are considered final, as well as those that are not yet finalized, for their internal staff as well as external groups (such as thematic working groups or technical partners in other Cooperating Sponsor organizations or centers of excellence with which CRS has learning partnerships [e.g., CIAT]); and
  o *Sub-recommendation 5.2:* A system for tracking who requests documents and what types of documents are being requested (i.e., documents from which SO or IR group) that would supplement the existing system used by the PQSD information specialist by noting whether the individual requesting a document represented:
    -A Title II Cooperating Sponsor,
    -A Title II partner (USAID/FFP country or regional program officer, WFP office, or other partner directly linked to a Title II program that was not an NGO Cooperating Sponsor),
    -A non-Title II NGO, professional association, or consultant in development, or
    -Other (to be specified).

➢ *Summary Recommendation #6:   Develop a more focused posting of documents in an appropriate place on CRS's external website that would be accessible to all partners—including the national Catholic Church partners that are one of the principal targets of CRS's ICB grant*

Given the CS-wide focus of the ICB, the process of strengthening CRS's internal "intranet" system of document posting (by annotated bibliographies, standardizing formats and tones) should be linked to developing a more focused group of documents and annotated bibliographies of the SO and IR "packages" for external consumption.

This posting should:
- o *Sub-recommendation 6.1:* Display the CRS ICB document packages by theme (i.e., by SO and by IR) then by category (i.e., BP, Guidance, etc.) (including the titles of documents still being revised);
- o *Sub-recommendation 6.2:* Cross reference documents to an annotated bibliography that clearly summarizes the document's intended audience and content; and
- o *Sub-recommendation 6.3:* Include cross-links to key references on other websites (e.g., the former FAM website, USAID, FANTA, and various health and nutrition websites) that practitioners might need to complement this information.

Each of the documents that CRS produced under its ICB grant is part of a much more complex, in-depth learning process that was envisioned in the Title II RFA (Request for Assistance) guidance for the Title II Institutional Capacity Building (ICB) grants. These grants play a critical role in US foreign assistance by helping international NGOs adapt to the rapidly changing micro and macro environments that shape its use of US food commodities in emergency and non-emergency development programming. ICB grants like the one developed by CRS have clearly made major progress towards achieving some of the major goals that were identified for them in the macro-guidance, as well as their individual grants. Specifically, CRS has produced written documents on almost every theme identified in its original proposal (Annex I), even though only four documents were reviewed here. It would be far harder to actually generate the documents in the two years remaining for the grant. CRS has done the baseline work; it is that last 20 percent that the wider public sees (organizing thematic bibliographies that cross reference to standardized prefaces, standardizing the tone, developing a standardized system of posting) that needs to be done over the next two years. By solving this problem, CRS would dramatically increase the internal and global impact of its grant.

Annex I

List of Internal and External Documents in Various Stages of Production under the CRS ICB, FY2005-June 1, 2006 (including documents slated for external review)

Strategic Objectives/Key Documents Produced **Bold**=Final document produced Underlined=Draft being revised for wider audience Regular text=Input into process not intended for wider audience	Source Finance		Stage of Production				Ultimate Product Audience	
	Title II: ICB & Projects	Non-Title II	Draft Produced	Pilot Testing/Revision Underway	Agency-Wide Distribution to CRS Programs CRS National Partners	CS-Wide Distribution	CRS and CRS Partner	Wider Dev. Community
SO1: Strategies for individuals, households and communities to manage risks to food security are promoted								
Concept paper on IHD framework.	X		X	X	X		X	X
IHD Training Modules: 4 day; 2 day; 1 day)	X		X	X	X		X	X
IHD User's Guide (for CRS PQSD HQ staff)	X		X	X	X		X	X
Participatory Livelihoods Assessment	X			X (Zambia 05; other countries 06)				
IHD Health Tool Box	X		X	FY06				
IHD Made Simple (for South Asia workshop and partner staff Afghanistan, Pakistan, India)	X		X	X			X	X
200 page manual exercises and literature on the IHD approach	X		X	X	X		X	X
EXTERNAL REVIEW: Tsunami Recovery Through Integral Human Development	X		X	X	X	2006	X	X
Dry Spells: Learning to Live with Drought (30 page document; risk reduction framework developed by CRS for drought management)	X		X	X				

Strategic Objectives/Key Documents Produced **Bold**=Final document produced Underlined=Draft being revised for wider audience Regular text=Input into process not intended for wider audience	Source Finance		Stage of Production				Ultimate Product Audience	
	Title II: ICB & Projects	**Non-Title II**	**Draft Produced**	**Pilot Testing/Revision Underway**	**Agency-Wide Distribution to CRS Programs CRS National Partners**	**CS-Wide Distribution**	**CRS and CRS Partner**	**Wider Dev. Community**
Literature review of risk reduction programming externally and within CRS (presented at Emergency Corps meeting)	X		X	X				
Facilitator's Guide to Drought Management for South Asia	X		X	X				
Learning Conversations: linking disaster preparedness with community self-help (joint production of CRS and Freedom from Hunger)	X		X					
S02: Human capacities and Community resilience are protected and enhanced by holistic responses to two major challenges to food security								
IR 2.1: The health/nutritional impact of HIV/AIDS is mitigated								
EXTERNAL REVIEW: HIV/AIDS Best Practices (prototype for mat for collection of information on Best Practice)	X		X	X	X	2006	X	X
Promising Practices Manual (critical compilation of practices of collection of 24 case studies of integrated HIV/AIDS programs throughout CRS worldwide)	X		X	n/a	Sept 06		X	X
Report and CD-ROM documents from the first ICB-sponsor regional workshop on best practices on nutrition for HIV/AIDS (SARO, South Africa, September 2004)	X		X	n/a	X		X	
Report and CD-ROM documents from the second ICB-sponsored regional workshop on developing case study research strategy for promising practices in Title II food assisted mitigation of HIV/AIDS (EARO, Kenya, September, 2005)	X		X	X	X		X	

Strategic Objectives/Key Documents Produced **Bold**=Final document produced <u>Underlined</u>=Draft being revised for wider audience Regular text=Input into process not intended for wider audience	Source Finance		Stage of Production				Ultimate Product Audience	
	Title II: ICB & Projects	**Non-Title II**	**Draft Produced**	**Pilot Testing/Revision Underway**	**Agency-Wide Distribution to CRS Programs CRS National Partners**	**CS-Wide Distribution**	**CRS and CRS Partner**	**Wider Dev. Community**
IR 2.2: Water insecurity is reduced								
<u>Prototype format for the collection of information on Best Practices</u>								
<u>Documentation of Best Practices using the standard format</u>								
<u>Training manual for the design and construction of low-cost water storage tanks: "Bana Pinoy: Construction of Reinforced Cement-Based Water Storage Tanks</u>	X		X	Philippines		2006		
<u>CD containing over 200 technical reference documents on water supply and sanitation was prepared for use by CRS country programs</u>					2006			
EXTERNAL REVIEW: Guidelines for the Development of Small-Scale Rural Water Supply and Sanitation Projects in East Africa: A Policy and Planning Framework for Activities Funded by USAID under the Title II (Food for Peace) Program and by Other Donors	X		X	X	X	2006	X	X
SO3: Institutional capacities for influencing food practices and policy are bolstered								
IR 3.1: Communities' ability to influence factors that affect food security is increased (structural /conflict analysis and strategies for building capacity for peace**)**								
<u>Case study of communities applying structural/conflict analysis and strategies for building capacity for peace in India</u>	X		X	X	X			

Strategic Objectives/Key Documents Produced	Source Finance		Stage of Production				Ultimate Product Audience	
Bold=Final document produced <u>Underlined</u>=Draft being revised for wider audience Regular text=Input into process not intended for wider audience	**Title II: ICB & Projects**	**Non-Title II**	**Draft Produced**	**Pilot Testing/Revision Underway**	**Agency-Wide Distribution to CRS Programs CRS National Partners**	**CS-Wide Distribution**	**CRS and CRS Partner**	**Wider Dev. Community**
IR 3.2: PVO practices and FFP's global leadership role are enhanced by CRS contributions								
CRS/CARE Collaboration								
<u>Food Aid Study (initiated under the ISA being consolidated and complemented by an extensive literature review)</u>	X		X	X			X	X
ARC/CRS M&E Collaboration								
Hiring Qualified M&E Field Staff	X		X	X	X	Projected late 2006 (w/ARC)	X	X (w/ARC)
Evaluation Planning Tool for Project Managers	X		X	X	X	"		
Success and Learning Story-Writing Package	X		X	X	X	"		
Planning for High Quality Delivery of Capacity Building Services	X		X	X	X	"		
Cross Cutting IR A: Capacity of local partner staff to plan and implement programs is increased								
<u>Resource and Needs Assessment for Capacity building</u>	X		X				X	
<u>Proposed Framework for Developing Community and Partner Level Systems for Monitoring Capacity Building</u>	X		X	Pilot only			X	
Cross cutting IR B: Capacity of CRS and local partner staff to identify, measure, and document field impact is increased								
EXTERNAL REVIEW: ProPack	X		X	X	X	X (Upon demand since 05)	X	X
<u>M&E Team Planner</u>	X		X	X	X		X	
<u>CP M&E Action Planning (based on CRS Smart plan)</u>	X		X	X	X		X	

Strategic Objectives/Key Documents Produced **Bold**=Final document produced <u>Underlined</u>=Draft being revised for wider audience Regular text=Input into process not intended for wider audience	Source Finance		Stage of Production				Ultimate Product Audience	
	Title II: ICB & Projects	**Non-Title II**	**Draft Produced**	**Pilot Testing/Revision Underway**	**Agency-Wide Distribution to CRS Programs CRS National Partners**	**CS-Wide Distribution**	**CRS and CRS Partner**	**Wider Dev. Community**
<u>Focus Group Methodologies</u>	X		X	X	X		X	
<u>Case Study Design and Reporting</u> (based on Brinkerhoofs Success case study method)	X		X	X	X		X	
Basket of risk-sensitive indicators (for emergency programs) posted on PQSD M&E intranet	X		X	X	X		X	
ProPack Tutorials (CD based)	X		X	X				
ProPack Tutorials (CD based)	X		X	X				

Sources: CRS. 2004. Annual Report for FY2004: Institutional Capacity Building Grant. Baltimore: CRS.

CRS. 2005. Annual Report for FY2005. Institutional Capacity Building Grant. Baltimore: CRS.

CS=Cooperating Sponsor; CP=Country Program; FY=Fiscal Year; IR: Intermediate Result; IHD: Integral Human Development; ISA: Institutional Support Assistance grant; PQSD: Program Quality Support Department; CRS: Catholic Relief Services

Annex II
Reviewers

Title II Cooperating Sponsors

World Vision
Charles E. Owuba
Director of Operations
HIV/AIDS-Integrated Programs, International Programs Group
cowubah@worldvision.org

American Red Cross (ARC)
Ange Tingbo
Technical Solutions Unit
American Red Cross International Services
202-303-5261
Tingboa@usa.redcross.org

Save the Children/USA
Bill Feibig
Technical Advisor
Hunger and Malnutrition Unit
Wfiebig@dc.savechildren.org

Thomas Chappell Cole
Food Security Specialist
Hunger and Malnutrition Unit

Heather Danton
Food Security Advisor
Hunger and Malnutrition Unit

Todd Flower
Mickey Leland International Hunger Fellow
Uganda Field Office

Mercy Corps
Paul Majarowitz
IWG/ECB2 Project
pmajarowitz@dc.mercycorps.org

Carlos Cardenas
Director
Mercy Corps Health Unit

Jessica Quarles
Senior Program Officer for HIV/AIDS

Keith Polo
Director of Agriculture/Livelihoods Unit

Africare
Bonaventure Traore
Country Representative
Africare/Guinea
btraore@africare.org.gn

FANTA
Anne Swindale
Deputy Director
Aswindal@aed.org;

Gilles Bergeron
Senior Food Security Advisor

Academic Institutions

University of Georgia
Sarah Workman
Research Scientist and Education Specialist
International Programs in Agriculture
University of Georgia
Athens, Georgia
Sworkman@uga.edu

University of Nebraska (INTSORMIL CRSP)
Charles S. Wortmann
Professor
University of Nebraska Lincoln
Department of Agronomy and Horticulture
cwortman@unlnotes.unl.edu

Oregon State University (Aquaculture CRSP)
Hillary Egna
Director
Aquaculture CRSP
Oregon State University
egnah@onid.orst.edu

USAID/FFP Offices

Dramane Mariko
USAID/FFP Regional Program Office
USAID/Dakar
Dmariko@usaid.gov

Dennis McCarthy
USAID/FFP Office
USAID/Haiti
dmccarthy@usaid.gov
Mccarthy_dennis@hotmail.com

Annex III
References Cited

Aker, Jenny C. 2004. Designing Title II Development Assistance Programs: Assessment, Analysis, Action. Baltimore: Catholic Relief Services.

Aker, Jenny C. and Valerie Stetson. 2002. Catholic Relief Services Manual: Designing Title II Development Proposals: Assessment, Analysis, Action. Baltimore: CRS/West Africa Regional Office (June 2002).

CRS. n.d. HIV/AIDS Best Practice. Baltimore: Catholic Relief Services.

CRS. 2003.a. Revised Technical Application for RFA #M/OP-03-1127. Institutional Capacity Building (ICB). Baltimore: Catholic Relief Services.

CRS. 2003.b. ICB Monitoring and Evaluation Plan. Baltimore: Catholic Relief Services.

CRS. 2004. Annual Report for FY2004. ICB. Baltimore: Catholic Relief Services.
CRS. 2005. Annual Report for FY2005. ICB. Baltimore: Catholic Relief Services.

CRS. 2005. Tsunami Recovery through Integral Human Development. Baltimore: Catholic Relief Services.

CRS PQSD Information Specialist. 2006. Requests for Publications (print out).

Mierke, Sara. 1999. Partnership and Local Capacity Building: Foundations for a CRS Strategy. Baltimore: Catholic Relief Services.

McMillan, Della E. 2002. Mid-Term Evaluation FAM. Washington, DC: FAM.

McMillan, Della E., Frank E. Brockman, Stacia M. Nordin, and Stephen Nkoka. 2004. Final Evaluation: Development Assistance Program (DAP), FY200-2004. Lilongwe: CRS/Malawi for USAID Title II.

McMillan, Della E. Lucile Thomas and Gaye Burpee. 2005. CRS Capacity Indices and Tracking Systems. Volumes I and II. Baltimore: CRS/PQSD.

Stetson, Valerie, Susan Hahn and Tom Remington. 1999. Project Proposal Guidance. Baltimore: Catholic Relief Services.

Stetson, Valerie, Guy Sharrock, and Susan Hahn. 2004. ProPack: The CRS Project Package. Baltimore: Catholic Relief Services.

Warner, Dennis B. and Carmela Green Abate. 2005. Guidelines for the Development of Small-Scale Rural Water Supply and Sanitation Projects in East Africa. Baltimore: Catholic Relief Services.

USAID/FFP (United States Agency for International Development/Office of Food for Peace). 2005. Strategic Plan for 2006-2010. Baltimore: Catholic Relief Services.

Annex IV
ICB Grant Midterm Review
External Questionnaire: ICB-funded Products
May 17, 2006

What and Why: CRS is conducting a thorough internal review of its Title II funded Institutional Capacity Building grant.   In contrast to the previous Title II capacity building grants, the ICB emphasizes the development of "outputs" that are likely to benefit all Title II Cooperating Sponsors as well as the capacity of the individual Title II Cooperating Sponsors that produces the "output." The ICB grants were awarded to Cooperating Sponsors who could demonstrate this dual-level impact.

The four documents we are asking you and/or your colleagues to review were developed with this dual level impact in mind. To date, they have been widely circulated and reviewed within CRS. CRS now wishes to explore:

- How the documents might serve a wider Title II Cooperating Sponsor and non-Title II food security and development audience and
- What CRS can do to improve the usefulness of the documents to this wider cadre of users during the second half of the grant.

How: With these twin purposes in mind, we would appreciate your responding to the following questions either in a telephone interview (Telephone 352 377 5250) or by email (dellamcmillan@aol.com).

When: If you could schedule a telephone interview or get the forms back to me by Friday, May 27, 2006, it would be very helpful (Dellamcmillan@aol.com).

Acknowledgement: Your participation and that of any of your colleagues that you choose to bring into the process will be acknowledged in a short summary report that will be submitted as part of CRS's review.

I am looking forward to corresponding with you about this in the near future. Please feel free to contact me by telephone or email if you have any questions or concerns.

Sincerely,

Della McMillan, Ph.D.
Consultant, PQSD/CRS/Baltimore

1. Please provide your name, title and country program, regional office, or university. If you are not comfortable providing your name and title, please simply let me know in which country program, regional office, or university you work.

2. Which document are you reviewing?

3. How did you first become aware of/familiar with this document? Had you heard of it before we sent it to you?

4.a. How has this document been (or could this document be) to your HQ and field-based **Title II (food security) staff**? Specifically, what is helpful about the document? Please include comments on <u>focus</u> (is the topic addressed of relevance/responsive to your country program's needs?), <u>format/layout</u>, <u>language</u> and <u>content</u>.

4.b. How has this document been (or could this document be) to your HQ and field-based **NON-Title II** (food security) staff? Specifically, what is helpful about the document? Please include comments on <u>focus</u> (is the topic addressed of relevance/responsive to your country program's needs?), <u>format/layout</u>, <u>language</u> and <u>content</u>.

5. What about the document could be changed to make it more helpful? What is missing from the document? Please include comments on <u>focus</u> (is the topic addressed of relevance/responsive to your country program's needs?), <u>format/layout, language and content</u>.

6. Thinking about the focus and content of this document, about what related topics would it be helpful for you to receive information in follow-on documents?

7. If you feel comfortable, how would you rank the document for the different criteria on a scale from 0-5:

Criteria being Ranked	Assessment						
	0 None at all	1 Very Low	2 Weak	3 Average	4 Above Average	5 Very Strong	N/A (not applicable or don't feel comfortable commenting)
PRESENTATION							
Focus							
Format/layout							
Language							
Content							
RELEVANCE							
Relevance to Title II Food Security Programs you are familiar with							
Relevance to non-Title II Food Security emergency and non-emergency programs (e.g. WFP, etc.) you are familiar with							
Relevance to non-food security programming and research you are associated with							
Other (please specify)							