

**Annex 4. Safety Nets**

**4.c.2.j. Other Children School Attendance**

	Mlambe		Mlambala		Dindi		Jakhuli		Ndungunya		Chisugulu		Dzanje		Mianga 2		Mianga 3		Mianga 1		Chigumukile		Bona		Khukhumba	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Total number of other children in the village of school going age	58	38	72	99	92	142	66	56	98	83	74	45	349	541	243	255	20	25	9	14	603	670	175	200	64	77
Total number of other children in the village going to school	58	38	59	72	62	115	55	41	59	54	62	28	194	409	173	169	20	25	9	14	503	570	136	143	55	72

Total number school going orphans in the section/Total number of orphans in the section x 100

**4.c.2.k. Communal Gardens**

TYPE OF CROPS	Mlambe		Mlambala		Dindi		Jakhuli		Ndungunya		Chisugulu		Dzanje		Chigumukile	
	# OF COM. GARDENS	Area (Ha)	# OF COM. GARDENS	Area (Ha)	# OF COM. GARDENS	Area (Ha)	# OF COM. GARDENS	Area (Ha)	# OF COM. GARDENS	Area (Ha)	# OF COM. GARDENS	Area (Ha)	# OF COM. GARDENS	Area (Ha)	# OF COM. GARDENS	Area (Ha)
Maize	0	0	5	0.5	1											
g/nuts			5	0.69												
p/peas			intercrop	5	0	1										
Soy			5	0.1												
Sorghum																
c/peas																
Cassava																
s/potato																
Sunflower																
Greengrams																
<b>Total</b>	<b>4</b>	<b>1</b>	<b>15</b>	<b>1.29</b>	<b>7</b>	<b>1.46</b>	<b>4</b>	<b>2.6</b>	<b>9</b>	<b>2.5</b>	<b>6</b>	<b>1.4</b>	<b>10</b>	<b>0.95</b>	<b>1</b>	

**4.c.2.l. Yield from Communal Gardens (for year 2004 only)**

TYPE OF CROP	Mlambe		Dindi		Jakhuli		Ndungunya		Chisugulu		Dzanje		Mianga 2		Mianga 3		Mianga 1		Chigumukile		Bona		Khukhumba	
	YIELD (kg)	Area (kg)	YIELD (kg)	Area (kg)	YIELD (kg)	Area (kg)	YIELD (kg)	Area (kg)	YIELD (kg)	Area (kg)	YIELD (kg)	Area (kg)	YIELD (kg)	Area (kg)	YIELD (kg)	Area (kg)	YIELD (kg)	Area (kg)	YIELD (kg)	Area (kg)	YIELD (kg)	Area (kg)		
Maize	155	202	489	391	220	220	225	78	458	200	308	75												
g/nuts	0	0	103	75	65	65	650	74	2	5	29													
p/peas	0	0	0	0																				
Soy			103	41			25																	
<b>TOTAL</b>	<b>155</b>	<b>202</b>	<b>695</b>	<b>507</b>	<b>285</b>	<b>285</b>	<b>900</b>	<b>152</b>	<b>460</b>	<b>205</b>	<b>337</b>	<b>75</b>	<b>11</b>	<b>11</b>	<b>460</b>	<b>337</b>	<b>205</b>	<b>11</b>	<b>11</b>	<b>337</b>	<b>75</b>	<b>75</b>	<b>75</b>	

#### Annex 4. Safety Nets

##### 4.c.2.m. Vulnerability Category

SECTION	MALNOURISHED		CHRONICALLY ILL		OTHER VULNERABLE	
	# OF HH	# US	# OF HH	# CI PERSONS	# OF HH	# vulne
Mlambe		93		2	91	
Miambala	105	105	72	72	47	47
Jakhuli	41	41	16	16	74	
Dindi	117	132	51	51	264	
Ndungunya	101	106	64	64	144	
Chisugulu	122	122	27	27	187	
Dzanje	96	148	12	12	118	118
Mianga2	102	104	25	25	140	
Mianga3	16	16	28	28	4	
Mianga1	65	65	39	39	5	
Chigumukile	42	42	14	14	0	0
Bona	45	46	48	48	147	
Khukhumba	67	67	55	55	414	767
<b>Total</b>	<b>919</b>	<b>1,087</b>	<b>451</b>	<b>453</b>	<b>1,635</b>	<b>932</b>

Chigumukile section had 19 chronically ill, but 5 passed away

##### 4.c.3. Final evaluation: Vulnerability-Combined Phalombe and Chikwawa

SECTION	Malnourished CU5		Chronically ill		Other vulnerable		Total
	# h/h	# CU5	# h/h	# people	# h/h	# people	# h/h # people
Phalombe	919	1,087	451	453	1,635	932	3005 2472
Chikwawa	354	1418	158	163	1874	?	2386 ?
<b>Total</b>	<b>1273</b>	<b>2,505</b>	<b>609</b>	<b>616</b>	<b>3,482</b>		<b>5391*</b>

\* The final evaluator found that the combined information does not match the 7,171 h/h, which is reported to be the actual total h/h

## Annex 4. Safety Nets

### Annex 4.d. Food Distribution Process

During the Orphan Care Committee training, the food distribution process that was developed by CRS and CADECOM was explained, along with how to fill out forms. The approved DAP envisioned that each food recipient would pay an equivalent of 0.25 US cents to receive the food, fortunately, this does not appear to have happened, as it would have been very difficult to manage.

Step in the Process	Description
Referrals / Selection	GMV refers malnourished children to OCC. OCC reviews h/h food security situation
Registration book	OCC registers h/h who meets the criteria. The ADF reviews OCC registration book and gives advice about who was chosen (ADF has no say in changing the h/h, only to advise on the process). The book gives each h/h a participant number that never changes. Each qualifying h/h has a page in the book that lists the names and ages of OVCs in the family, along with anyone in the house who is chronically ill. A suggested ration is written and a log of the months of participation is kept.
Ration card	Each h/h has a ration card saying how much and what type of food they qualify for. This contains the same information as in the registration book, but also includes a table to record how much food they received at each distribution. The beneficiary and an OCC member both sign it at each distribution. The OCC keeps the card because the families ruined them.
Food distribution ledger	OCC fills in to communicate to CADECOM how much and what type of food each h/h needs and the category of need. The ADF assists and advises this process. The ledger is sent to the SNC by the 20th of the month for review and approval. If there is not enough maize/CSB in stock the SNC goes back to the ADF who meets with representative from all OCCs to cut back the number of beneficiaries or cut rations (especially for maize). Once the ledger is filled out appropriately the SNC approves and gives to LO who verifies the amounts requested. The ledger has multiple pages so that at the end of the distribution the village CADECOM and CRS staff will all have a copy.
Delivery note	Food dispatches are done by LO using the ledger to prepare a delivery note which is reviewed by the SNC, signed by the CADECOM Director and sent back to the LO. The LO sends it to the warehouse keeper at CADECOM. The delivery note is verified at loading time and is then verified by OCC/village (2 people) to verifying receipt of the foodstuffs.
Village warehouses	Food is released to the food distribution point on a day decided by the SNC and LO.
Distribution Points	CK has five distribution points, there used to be more but it decreased because of fewer ADFs. PE has about three sites. Some people have a 3-9 km walk from each village (up to 18 km roundtrip).
Distribution day	Families come, queue, and OCC brings registration book and ration cards. Food is distributed per information in the registration book, which matches the ration card. HSAs are not involved with distribution, except to do health education. One of the village heads has to sign that the food has been distributed properly.
Review	A week after distribution OCC representatives meet in units with the ADF, SNC and government extension staff. Toward the end of the project, OCCs met independently to do this review and only had quarterly meeting with the outside advisors. The quarterly review is an all day meeting, covering all aspects of the DAP activities.

**Annex 4. Safety Nets**

**Annex 4.e. Maize and CSB Distributions in Phalombe over the LOA**

The yellow shaded cells within the table highlight some of the abrupt changes in beneficiary h/h or rations.

Year	Month	H/H	Mpinda Area		Tamani Area		Final Evaluator Notes
			Maize {kgs}	CSB {kgs}	Maize {kgs}	CSB {kgs}	
2000	October	0	0	0			Originally planned to start in Oct, but logistical problems delayed the start
	November	434	21700	2259			Didn't start in Tamani and there is reference to the LIFE program?
2001	January	540	27000	3537			Chikwawa had issues and distributions postponed
	February	540	27000	3537			Limited CSB available during the first year.
	April	568	28400	4005			CSB & maize increase, also slight increase in h/h
	May	568	28400	4005			
	June	572	28600	6148			Big CSB increase without change in h/h due to increases in ration sizes.
	July	570	28500	0			No CSB available
	August	2517	28500	7488	97350	12912	Sharp increase in h/h with Tamani added and CSB available again
	September	0	0	0	0	0	No food available
	October	2138	30100	3987	76800	10647	
	November	4918	63500	8676	182400	26488	Sharp increase because h/h were given double rations to make up for missing Sep. This is not allowed and did not happen again.
December	2721	23000	7590	113050	12489		
2002	January	3144	42850	7569	114350	16146	
	February	2678	32900	6894	101000	14108	
	March	2011	27950	5939	77600	14527	Graduations took place after harvest
	April	2333	20900	3336	95750	14457	Slow rise again in h/h
	May	2535	31000	3600	95750	14436	
	June	2534	31000	3609	95700	14433	
	July	2151	34600	5169	72950	9786	
	August	909	22500	3582	22950	2658	Sharp decrease in h/h – reduced supply
	September	2610	0	0	0	0	No supply
	October	3216	41600	5706	119200	16626	
	November	3216	41600	5706	119200	16626	
	December	3216	41600	5706	119200	16626	
2003	January	3543	45800	6282	131350	18183	
	February	3543	45800	6282	131350	18183	
	March	3543	45800	6282	131350	18183	
	April	3652	47450	8031	135150	18672	
	May	3652	47450	8031	135150	18672	
	June	3652	47450	8031	135150	18672	
	July	2495	35450	5004	89300	10254	Graduations took place after harvest
	August	2495	35450	5004	89300	10254	
	September	2495	35450	5004	89300	10254	
	October	2902	41650	6174	103450	12078	
	November	2745	0	0	0	0	No supply
	December	2745	39200	6108	98050	11955	
2004	January	3004	0	0	0	0	No supply
	February	3004	0	0	0	0	No supply
	March	3004	42950	6891	107250	13311	
	April	3235	22625	10125	58250	19320	Sharp increase in CSB and decrease in maize r/t supply?
	May	3231	45050	7452	116500	14412	
	June	3229	44950	7443	116500	14715	



**Annex 5. Project Organization and Processes**

**Annex 5.a. SWOT Summary (Synthesizing Views from Different District and Diocese Level Actors)**

Key project organizational structures and processes	Description of relation to DAP	Strengths	Weaknesses	New or potential opportunities created by the structure or process	Threats/Risks of the structure or process (as it is today) to sustainability and impact of the DAP activities	Lessons learned for future programming (**very important)
DAP Advisory Board (policy making and oversight)	Statutes mandate attendance by the CRS Rep. national CADECOM etc. (bylaws in footnote)  20 should have been organized (5x4=20) Less than half were held	Provides a national forum for integrating the different parties	Given the distances involved and distance from project sites, value added not clear of attendance at the meetings  Gap in levels of understanding and participation of the key partners <sup>1</sup> : (a) CRS rep position often vacant (b) no CADECAM district directors	Structure for coordinating mutual relationships exists and should be fine tuned rather than abolished or ignored	If statutes and attendance and periodicity are not changed, it will continue to stagnate	1. Consider reworking statutes, periodicity (every six months instead of quarterly), membership (include Diocese CADECOM Directors) and importance of this board in order to facilitate communication 2. Consider reworking board meetings to include field visits to increase understanding of field level impact of projects and issues
CRS administrative and regional/international technical backstopping	Under DAP, CRS responsible for financial oversight of the DAP	CRS is a recognized Title II cooperating sponsor and has expertise that can	High levels of turnover in the CRS rep position affected staff morale and policy in ways	Creates the opportunity for CADECOM to access international funds and expertise and	CRS staff have more knowledge of the rules and regulations than the CADECOM staff and this can create unnecessary misunderstandings and	CADECOM (executive), CRS (oversight and technical backstopping staff) and diocese (CADECOM oversight organization) need to have parallel levels of

<sup>1</sup> High turnover in the CR position at CRS meant that only technical staff from the project attended. In contrast, national policy staff from CADECAM attended.

**Annex 5. Project Organization and Processes**

Key project organizational structures and processes	Description of relation to DAP	Strengths	Weaknesses	New or potential opportunities created by the structure or process	Threats/Risks of the structure or process (as it is today) to sustainability and impact of the DAP activities	Lessons learned for future programming (**very important)
		<p>strengthen design and execution, and facilitate exchange best practice</p>	<p>that negatively affected project implementation during “inter regnum” periods</p> <p>Heavy reliance on international and regional CRS employees for knowledge of program and financial regulations</p> <p>National staff underutilized in areas where they have capability and potential for being trained in Title II regulations (for programs and finance)</p>	<p>develop financial systems it needs to manage grants</p> <p>Protects CADECOM and the diocese by insuring compliance with USAID regulations</p> <p>This type of joint linking of an international NGO with a national NGO can have a major development impact and build local capacities that can bring additional resources to regions</p>	<p>conflicts</p>	<p>knowledge of regulations and rules. This could be accomplished by providing:</p> <ul style="list-style-type: none"> <li>a) basic training;</li> <li>b) provision of basic documentation;</li> <li>c) direct involvement of the CADECOM technical staff and director in the preparation of annual reports that follow the format of the official CSR4 format submitted to USAID;<sup>2</sup></li> <li>d) continuous updating and mentoring;</li> </ul>

<sup>2</sup> This would create two annexes—one on Chikwawa and one on Phalombe—that would follow the basic format including follow-up on mid-term recommendations and help explain the Chikwawa data being analyzed in the IPTT. This would also increase staff members’ understanding of why they are reporting on the key indicators. This new model for CSR4 reporting is compatible with some recommendations made by various FFP/USAID officers that they would like more detail on indicator achievement in the reports.

**Annex 5. Project Organization and Processes**

Key project organizational structures and processes	Description of relation to DAP	Strengths	Weaknesses	New or potential opportunities created by the structure or process	Threats/Risks of the structure or process (as it is today) to sustainability and impact of the DAP activities	Lessons learned for future programming (**very important)
DAP Coordination Unit	In the DAP anticipated that positions in this unit would provide technical support for field operations in the two sites	Provided focused technical backstopping for the CADECOMs field operations including strong linkages with the major agricultural research institutes	<p>1. Some specific assistants' activities perceived as interference in the field operations of the CADECOM</p> <p>2. Funds transfer from Lilongwe, through Blantyre perceived as slow</p> <p>3. Points 1 and 2 led CADECOMs to recommend moving unit to Lilongwe in FY02</p> <p>3. Moving the office to Lilongwe reduced the amount of time CRS Technical Specialists could devote to the project</p>	Had the Regional office remained at Blantyre it might have facilitated communication (a) between stakeholders, and (b) with the Advisory Board that was needed to avoid some of the problems the project experienced in FY04	<p>CADECOM and the Diocese underestimated the role for CRS region presence in managing the large amount of funds involved and technical complexity of a large Title II project vs. traditional (smaller) projects</p> <p>CRS project coordinator's knowledge of CRS and US government regulations is critical to smooth operation of project</p>	<p>1. Regional office/backstopping office necessary to facilitate technical backstopping and communication for large projects if they involve more than one site and more than one diocese</p> <p>2. Project Coordinator needs to ensure that staff work in collaboration with CADECOM Specialists and listen to CADECOM feedback.</p> <p>3. Project Coordinator should be a CRS person with experience and training in Title II administration and procedures in order to increase decentralized (e.g. at the CADECOM and regional CRS level) compliance with USAID regulations for programming, monitoring and evaluation and audits</p>

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Key project organizational structures and processes	Description of relation to DAP	Strengths	Weaknesses	New or potential opportunities created by the structure or process	Threats/Risks of the structure or process (as it is today) to sustainability and impact of the DAP activities	Lessons learned for future programming (**very important)
National CADECOM <sup>3</sup>	<ul style="list-style-type: none"> <li>a) Several staff positions paid the DAP</li> <li>b) Annual partnership reflection is tool for monitoring relationship (non-DAP partnership meeting)</li> <li>c) MOU is between CRS and national CADECOM</li> </ul>	<p>Strong linkages with national church</p> <p>Technical expertise</p>	<p>Limited ability to visit the project site</p>	<p>Future projects should develop strong MOUs and capacity building plans (and indicators to monitor capacity building) with the diocese level CADECOMs</p>		<p>**1. Future DAP MOU's for projects need to better clarify the relationship between USAID, CRS, the diocese and the diocesan level CADECOMs<sup>4</sup></p> <p>2. This year CRS is signing with the diocese (this is "best practice")</p> <p>3. Future DAPs should include explicit plans for training and capacity building of CADECOM staff in financial regulations, programming rules, monitoring, evaluation and reporting</p> <p>4. Future DAPs should consider having indicators in the DAP or non-official "self-evaluation" tools for CRS and CADECOM to monitor capacity building of staff in M&amp;E, regulations and reporting</p>

<sup>3</sup> Project resources and personnel are concentrated in the 7 diocese CADECOM offices not in the national office.

<sup>4</sup> This MOU should clearly define the role of project management by CADECOM and oversight by the diocese, as well as procedures for the diocese raising questions, obtaining village level information about project staff, activities, or accounting procedures and receiving timely responses and or recommendations for settlement of disputes.

**Annex 5. Project Organization and Processes**

Key project organizational structures and processes	Description of relation to DAP	Strengths	Weaknesses	New or potential opportunities created by the structure or process	Threats/Risks of the structure or process (as it is today) to sustainability and impact of the DAP activities	Lessons learned for future programming (**very important)
<p>Diocesan level oversight DAP and CADECOM</p>	<p>Bishop/vicar/bishop's secretary have final /oversight over expenditures for the DAP and for CADECOM's operation</p>	<p>Provides local supervision, oversight and accountability that can increase fiscal responsibility</p> <p>Strengthens prospect that activities will be sustained by providing a local advocate for the communities and the activities</p>	<p>Insufficient communication between parish priest, board, diocese and CADECOM in certain cases and on certain issues</p>	<p>Improved communication could help reduce the impact of the DAP phasing out on sustainability</p> <p>Demonstrated utility of improved communication in minimizing misunderstandings at some of the sites</p>		<p>**1. Future DAP MOU's for projects need to better clarify the relationship between USAID, CRS, the diocese and the diocesan level CADECOMs<sup>5</sup></p> <p>2. Need for regular communication (monthly) with the Vicar (manager of the diocese under the Bishop)</p> <p>3. Need fortnightly communication about activities, field visits with the parish priest</p> <p>4. Need to increase the understanding of key diocese personnel about the project and its funding source (USAID) and regulations and rules through appropriate training</p> <p>5. The ability of diocesan officials to be informed collaborators would be strengthened by appropriate office equipment and reports</p> <p>6. Future CADECOM</p>

<sup>5</sup> This MOU should clearly define the role of project management by CADECOM and oversight by the diocese as well as procedures for the diocese raising questions, obtaining village level information about project staff, activities, or accounting procedures and receiving timely responses and or recommendations for settlement of disputes.

**Annex 5. Project Organization and Processes**

Key project organizational structures and processes	Description of relation to DAP	Strengths	Weaknesses	New or potential opportunities created by the structure or process	Threats/Risks of the structure or process (as it is today) to sustainability and impact of the DAP activities	Lessons learned for future programming (**very important)
Village intervention structures through the CADECOS	<ul style="list-style-type: none"> <li>a) CADECOM Technical Specialists oversee the DAP activities and field staff</li> <li>b) DAP field staff (ADF, FDF)</li> <li>c) Volunteers</li> <li>d) Committees</li> <li>e) Director of CADECOM</li> </ul>	Grassroots approach to development	<p>Village not always cohesive</p> <p>Diocesan officials are not always informed about activities (see previous line)</p>	<p>A local NGO, related to the church, with the capacity to develop and manage grassroots initiatives</p> <p>Link to the church gives CADECOM fiscal oversight and advocacy for its initiatives</p>		<p>projects might include a capacity building specialist on their staff (as a DAP employee) who would focus on monitoring the training and capacity of the volunteer and committee structures being strengthened by the project</p> <p>7. CADECOM/CRS monitoring and evaluation system should include at least one indicator (official or non) that monitors committee capacity and performance in terms of accountability and compliance</p>
						<p>1. Better documentation the types of training and number of people trained at different levels Chikwawa by the DAP (as a record of that part of the project and as a resource for others)</p> <p>2. Increase the use of Tft training expertise within CADECOM in future projects in order build village cohesion and empowerment</p> <p>3. Improve communication</p>

**Annex 5. Project Organization and Processes**

Key project organizational structures and processes	Description of relation to DAP	Strengths	Weaknesses	New or potential opportunities created by the structure or process	Threats/Risks of the structure or process (as it is today) to sustainability and impact of the DAP activities	Lessons learned for future programming (**very important)
Annual partnership reflection	Annual meeting (non-DAP) to monitor the relationship between CADECOM and CRS	Facilitate communication between all diocesan partners	Not held regularly	Hold them regularly		with the diocese (see previous line) Good idea to continue these reflections and sharing of information and experience but plan ahead and hold regular meetings
Quarterly field and diocese level meetings	First held by unit (3 for Chikwawa target villages) attended by all village level technical staff partners and field staff of the major technical sector collaborators then regrouped in a central location for 2-3 day meeting attended by government sector specialists as well	Facilitate communication and coordination between technical partners		Tremendous resource that CADECOM helped facilitate that is helping all technical partners in the intervention area		Good model that should be continued
Technical review meetings Blantyre	All technical staff of DAP except ADFs (all dept heads)  Quarterly	Facilitates communication and exchange of best practice between diocesan CADECOM staff in different regions	ADFs were not originally invited	Inclusion of ADF's as resource people and active partners facilitates reporting and training of new senior staff and supervision of new as well as existing initiatives		1. Meetings should include ADFS as currently practiced since 2004 2. Excellent model that should be used on all future projects

Annex 5. Project Organization and Processes

Key project organizational structures and processes	Description of relation to DAP	Strengths	Weaknesses	New or potential opportunities created by the structure or process	Threats/Risks of the structure or process (as it is today) to sustainability and impact of the DAP activities	Lessons learned for future programming (**very important)
District Executive committee (under the District Assembly)	Representatives of the district technical officers, CADECOM and other donors Quarterly	CADECOM and CRS participation in these meetings has strengthened this structure (view of the District Commissioner)	Don't meet regularly	CADECOM's strong participation identified by the DC as model for other projects and donors	Lack of funding	Good model; recommend it be repeated in all future programming as an alternative to CADECOM specific coordination structures (this one involves all partners)
District Development committee	District Commissioner chairs this higher level policy committee that includes heads of technical services, church and traditional leaders Quarterly	Proposal was development oriented and designed to create sustainable activities Many of the agricultural, forestry interventions have good prospects for sustainability	Extension for health likely but not at all guaranteed for other activities through CRS assistance	Potential for increasing the impact and sustainability of the project's health and safety net operations through the extension (if funded)	Lack for funding for per diem for traditional leaders transport	Future projects could consider facilitating some of the meetings (refreshments) and transport costs of traditional leaders (CADECOM has at times performed this role)
Transition and handing over process	a) Originally construed for five years b) Expected (though not committed) to include a follow on phase of some sort	Proposal was development oriented and designed to create sustainable activities Many of the agricultural, forestry interventions have good prospects for sustainability	Extension for health likely but not at all guaranteed for other activities through CRS assistance	Potential for increasing the impact and sustainability of the project's health and safety net operations through the extension (if funded)	If the transition is not handled well or is too abrupt, it could have a negative impact at the village level	<p>1. Need to prepare the transition so that CRS doesn't pull out of villages abruptly and so CADECOM and CRS can explore ways that other partners (NGO, technical) can continue and or expand their support into these areas</p> <p>2. Leave behind (to the extent possible) an end of project assessment of ongoing needs as a basis for future projects (e.g.,</p>



**Annex 5. Project Organization and Processes**

Key project organizational structures and processes	Description of relation to DAP	Strengths	Weaknesses	New or potential opportunities created by the structure or process	Threats/Risks of the structure or process (as it is today) to sustainability and impact of the DAP activities	Lessons learned for future programming (**very important)
		Persistent need, however, for vulnerable population assistance in the intervention zone				PRA final evaluation, bibliography) 3. CADECOM proposal to extend child survival subcomponent is justified

**Annex 5. Project Organization and Processes**

**Annex 5.b. Project Chronology (Evolution of DAP Activities, Partnership Processes, CRS Administration, Regional Backstopping and Partner Participation)**

Approximate Dates	DAP Activities	Partnership Processes and Coordination	CRS Administration <sup>1</sup>			CRS HQ/Regional Backstop		Participation in Activities	
			Country Rep	H.Prog.	DAP Coordinator	Programmatic	Financial/Logistics/Monetization	CRS DSU Staff	CADECOM
1984		CARITAS activities start in Malawi							X
1995		CARITAS becomes CADECOM							X
1998	CRS opens its office in Malawi	CRS opens its office in Malawi	SO						X
June 1998-December 1999		Pre-existing Project: Blantyre CADECOM executes pilot phase, "Integrated Food Security Program" (CORDAID, Netherlands)							X
June 1996-May 1998		Pre-existing Project: CADECOM Supplementary and Food Security Program (Phase III)							X
<b>1998-1999</b>	<b>Preplanning and preparation of the 1<sup>st</sup> draft of the DAP proposal</b>								
1998		CADECOM develops its first draft three year strategic plan (CRS commissioned capacity study)	SO	MMc	DN				X
May 1998	CRS sponsored CADECOM Capacity Study as input into the design		SO	MMc	DN			X	X
June-September 1998	4 Technical Assessments of selected villages in Catholic Dioceses conducted as inputs into a DAP planning process		SO	MMc	DN			X	X
August 1998	Frank Brockman and Vicky Dinman visit CADECOMs Phalombe and Chikwawa, and develop draft technical sections for a Title II DAP		SO	MMc	DN	Ag & Health		X	X
October 1, 1998	First Draft DAP prepared and discussed with CADECOM, CRS/Malawi, and USAID/Malawi		SO	MMc	DN			X	X
December 14, 1998	Revised First Draft DAP submitted to CRS/Malawi including all three		SO	MMc	DN			X	X

**Annex 5. Project Organization and Processes**

Approximate Dates	DAP Activities	Partnership Processes and Coordination	CRS Administration <sup>1</sup>			CRS HQ/Regional Backstop		Participation in Activities	
			Country Rep	H.Prog.	DAP Coordinator	Programmatic	Financial/Logistics/Monetization	CRS DSU Staff	CADECOM
January 5, 1999	sub-goals (Ag/NRM, Health, Safety nets) starting together								
January 18-19, 1999	CRS/HQ DAP Review (initial)	Review Report on the consultancy on strategic Planning, CADECOM in Malawi (to better focus strategic plan)	MK	MMc	DN	HQ/Reg	HQ/Reg	X	
February 4-5		CADECOM/CRS Retreat: to scrutinize the DAP in light of the comments from CRS/Baltimore and CRS/Zimbabwe	MK	MMc	DN			X	
<b>March 1999- March 2000</b>	<b>FRONTLOAD/Pilot Project:</b>								
September 19, 1999	CRS/CADECOM Pilot Project (activities to build capacity in the two targeted CADECOMs and CRS DAP Support Unit)	CADECOM Directors attend planning meetings and work with CRS/DSU staff to develop job descriptions, sub-recipient contracts	MK		DN			X	
September 19, 1999	DAP resubmitted to USAID/Malawi and USAID/BHR/FFP included provision to delay health activities until year 3	CADECOM/CRS Meeting to discuss the way forward	MK		DN			X	
October 19, 1999	Revised version September 19 DAP Resubmitted to USAID		MK						
October 1999		2 day partnership retreat at MIM (attended by key stakeholders). Output: formulation of a n MOU task force	MK					X	
Mid-November 1999		1 day retreat to review draft MOU (fourth draft)	MK						X
November 1999	Joint CADECOM/CRS PRA exercise (approximately 8 days each site) at Chikwawa and	Joint CADECOM/CRS PRA Needs assessment exercise	MK					X	X





**Annex 5. Project Organization and Processes**

Approximate Dates	DAP Activities	Partnership Processes and Coordination	CRS Administration <sup>1</sup>			CRS HQ/Regional Backstop		Participation in Activities	
			Country Rep	H.Prog.	DAP Coordinator	Programmatic	Financial/Logistics/Monetization	CRS DSU Staff	CADECOM
30 November 2000		<i>4<sup>th</sup> Partnership Reflection (CADECOM/CRS)</i>							
November 2000	Baseline quantitative survey for agriculture	Other Partnership coordination structures: DAP Advisory Board Quarterly Technical Review Meetings CADECOM quarterly review staff meetings						X	X
December 2000	USAID/Malawi requests Indicators for agriculture submitted in CSR4FY00 be "lumped" for agriculture				Ag			X	
	CADECOM Directors and Technical Supervisors training: 1) Gender 2) Emergency response; 3) Team building Finance administration (continuous training)		MK		NM			X	X
	Staff Training (see Annex 2)	<b>Phalombe:</b> 6 trainings, 99 participants total <b>Chikwawa:</b> 3 trainings, 39 participants total	MK		NM			X	X
	Farmer training (see annex 2)	<b>Phalombe:</b> 2 trainings, 13 + farmer focal points <b>Chikwawa:</b> 7 trainings, 15,953 participants total	MK		NM			X	X
June 2001	Treadle pump sub-component designed		MK		NM		Ag	X	
August 2001	M&E Targeting Exercise Training (MAFE Training)		MK		NM			X	X
<b>FY02 (Oct 1, 2001-Sept 30, 2002)</b>	<b>DSU Moves, CRS Turnover, Mid-term, and Maize Emergency</b>								
		Partnership coordination structures: DAP Advisory Board Quarterly Technical Review Meetings CADECOM quarterly						X	X



**Annex 5. Project Organization and Processes**

Approximate Dates	DAP Activities	Partnership Processes and Coordination	CRS Administration <sup>1</sup>			CRS HQ/Regional Backstop		Participation in Activities	
			Country Rep	H.Prog.	DAP Coordinator	Programmatic	Financial/Logistics/Monetization	CRS DSU Staff	CADECOM
October 22 2002	Mid-term Review Report Delivered		DE <sup>iii</sup>	HD	AS			X	
October-November 2002	Months when there was no food distribution due to non-delivery from CRS								
January 2003	Special Partnership Meeting convened <sup>iv</sup>	Special partnership meeting convened		HD	AS	Partner Mediation		X	X
January 2003	CRS Rep Changes again after 6 months		DE/Acting	HD	AS			X	
March 2003	Month when there was no food distribution due to non-delivery from CRS								
10-11 April 2003	Village and grouped village trainings	<i>6<sup>th</sup> Partnership Reflection (CADECOM/CRS)</i>	DE/Acting	HD	AS			X	X
	I Life planning starts		DE/Acting	HD	AS			X	
		Monthly Quarterly review meetings Continue CADECOM level with lower levels of participation due to DSU moving Technical and Advisory Meetings not held or irregular						X	
	Maize emergency operations continue	CADECOM National office attempts to coordinate emergency aid going through CADECOMs							X
	Staff Training (See Annex 2)	<b>Phalombe:</b> 3 trainings, 33 participants total <b>Chikwawa:</b> 3 trainings, 71 participants total						X	X
	Farmer trainings (See Annex 2)	<b>Phalombe:</b> 4 trainings, 383 participants total <b>Chikwawa:</b> 8 trainings,	DE/Act	HD	AS				X



**Annex 5. Project Organization and Processes**

Approximate Dates	DAP Activities	Partnership Processes and Coordination	CRS Administration <sup>1</sup>			CRS HQ/Regional Backstop		Participation in Activities	
			Country Rep	H.Prog.	DAP Coordinator	Programmatic	Financial/Logistics/Monetization	CRS DSU Staff	CADECOM
August 2003	New Rep (Schuyler Thorup) arrives and Project Coordinator (Martin Mhika) returns	18,903	Acting/ST	HD	AS/MM			X	
<b>FY04 First part (Oct 1, 2003-January 2004)</b>									
November 2003	Month when there was no food distribution due to non delivery from CRS								
November 2003	Chikwawa diocese investigation of CADECOM shuts down DAP operations in Chikwawa and delays execution health in Chikwawa		Acting/ST	AS/MM					
January 2004	Chikwawa activities resume		HD	MM					
<b>FY04 Second part (Jan 04-Sept 30, 2004)</b>	<b>CRS Staffing Restabilized, Phase Out and ILife, CRS-CADECOM Partnership Renewed</b>								
February 2004	ILIFE decisions about sites for new DAP announced		ST	HD	MM		X	X	
April 2004	CRS staff attend CADECOM Quarterly Review staff meeting (first time in over a year)—discuss Phase out and PRA		ST	HD	MM			X	X
April 2004	Technical Review Committee meets Blantyre (first in over a year): discuss phase out and PRA		ST	HD	MM			X	X
April –June 2004	Implementation of SO3 Health Activities starts: Develop Action Plans for program ending October 2004 (plan a) and October 2005 (Plan b)		ST	HD	MM		Health	X	X
	Staff trainings (see Annex 2)	<b>Phalombe: 2 trainings, 18</b>						X	X

### Annex 5. Project Organization and Processes

Approximate Dates	DAP Activities	Partnership Processes and Coordination	CRS Administration <sup>i</sup>			CRS HQ/Regional Backstop		Participation in Activities	
			Country Rep	H.Prog.	DAP Coordinator	Programmatic	Financial/Logistics/Monetization	CRS DSU Staff	CADECOM
		participants <b>Chikwawa:</b> 2 trainings, 84 person days Phalombe: 2 trainings, 120 participants + focal points Chikwawa: 7 trainings, 22,111							
April-May 2004	Farmer trainings (see Annex 2)	Phase out meetings a) Chikwawa b) Phalombe		MM					X
June 1, 2004		<i>Seventh partnership reflection meeting (CADECOM/CRS)</i>		MM				X	X

Sources: CRS/Malawi, CADECOM National Office, CADECOM Chikwawa, and CADECOM Blantyre Archives and interviews.

DELLA- I WOULD PUT ALL THE FOOTNOTES AS NOTES AT THE END OF THE ENTIRE TABLE, THAT WAY IF SOMEONE IS JUST LOOKING A ONE LATER PART OF THE TABLE AND THERE IS A SYMBOL THEY CAN FLIP TO THE END TO FIND OUT WHAT IT MEANS RATHER THAN SEARCHING BACK TO PREVIOUS PAGES TO FIND THE FIRST TIME IT WAS DISPLAYED AND LOOK AT THE FOOTNOTE THERE.

<sup>i</sup> See Annex 5.c.3 for full names of individuals.

SO=Steve Otto

MM=Mona McCord

MK=Makasa Kabongo

DE=Debra Lyn Edwards

ST=Schuyler Thorup

LMc=Laura Mc Carthy

DN=Desmond Nkhoma

NM=Nicholas Mkwapata

AS=Abbie Shawa

HD=Hannah Dagnew

MM=Martin Mfika

<sup>ii</sup> As indicated in previous footnote, bold indicates turnover and “turnover” (for the purpose of this table and analysis) is considered to last for a minimum of three months after new person takes over the position.

<sup>iii</sup> Acting, Hannah Dagnew.

<sup>iv</sup> Involving both Vicar Generals of the dioceses, the Secretary General of the ECM, the Acting CRS Rep, The Deputy Director of Program Quality from the CRS Regional Office (serving as facilitator), the two CADECOM Coordinators, and the CRS/Malawi Head of finance.

## Annex 5. Project Organization and Processes

### Annex 5.c. Additional Administrative Tables

#### Annex 5.c.1. CADECOM-Blantyre

##### Annex 5.c.1.a. DAP and Non-DAP Personnel Since the Start of the DAP

Key Positions and People	Post-DAP	% Salary Paid by DAP	Total Years with CADECOM	Total Years with the Project	Other CADECOM and non-CADECOM Training, Project, or Work Experience
<b>CADECOM Blantyre Office</b>					
<b>1. Director</b>					
Father Mandama		0	No info		No information
Nicholas Nkwapata		0	No info		-Masters in Environment/Development -6yrs as Diocesan Director, coordinating development work with human touch. -Mobilizing resources for the organization. -Personal management -Trainings; -Leadership/management by Vision Quest-RSA -USAID Regulations- Burkina – Faso -Appreciative Inquiry- USA Partnership- Zimbabwe.
Nora Kamba	X	75% 25% from MISEREORcr	7yr	4.5 years: Jan 2000- Dec 2002 (Acting Director & Food Security Coordinator) Jan 02-present (Director)	-Diploma Rural Development and Extension (Magomera Community Development Institution) -Certificate in Management Skills (Kenya Institute of the Episcopal Conference ) -9 Years as District Development Officer in different districts -4 years as Ass Devpt Officer- Lutheran World Federation. 9 Months as Relief Officer- CADECOM BT 2 Years- Food Security Officer- CADECOM BT 2 Years –Acting Director- CADECOM BT 2.5 Years to date Director- CADECOM BT Currently pursuing post graduate course in Exe Dip in Human Resource Management.
<b>2. Finance and Administration Officer</b>					
a. Francis Ugeni	X	100%	4yrs	4 yr	-Degree in business accounting (Malawi polytechnic)
<b>3. Accountant</b>					
Jacinter Mbolebole	-	100%	3 yrs	1yr	
M.C. Chimalanga	-	100%	6mo	6m	
Harry Chanamuna	-	----	2yrs		
<b>4. Support Staff</b>					
<b>Secretary</b> A. Mkwende	X	100%	7yrs	4yrs	

### Annex 5. Project Organization and Processes

Key Positions and People	Post-DAP	% Salary Paid by DAP	Total Years with CADECOM	Total Years with the Project	Other CADECOM and non-CADECOM Training, Project, or Work Experience
C.Mkona Rose Mbanga					
<b>Ast. Adm. Officer</b> A. Mkwende/Chawanda	X	100%	7yrs	1.5yrs	
<b>Driver (DAP Project)</b> I .Matemba	-	100%	1yr	1 yrs	
<b>Cleaner/messenger</b>	X				
<b>3 guards</b>	X				
<b>Gardener</b>	-				
<b>Driver (non-DAP)</b>	X	--			
<b>Guard (DAP)</b>	X	100%			
<b>5.Non-DAP Project Positions</b>					
Field staff on Integrated food security project (Mwanza) CORDAID -7 field positions				3 years already; 3 year extension granted=6 tears	
Field staff on Ag. Rehab Project (CARITAS Austria)-6 field staff				1.5 years phasing out Sept 04; no cost extension will be applied for	
<b>6. Phalombe Sub-Office (Blantyre/CADECOM)</b>					
<b>6.a.DAO Coordinator/Sub-office coordinator</b>	-	100%			
Frank Masanka.			2yrs	2yrs	
Leonisa Mukaka			4yrs	1yr	
Peter Mukumila (IEC)	X		1.5yrs	1.5yrs	
<b>6.b. Support Staff</b>		100%			
Bookkeeper		X	1.5yrs	1.5yrs	
Drivers		X			
Guard		X			
Messenger		X			
<b>6.c. Agricultural Specialist</b>		100%			
Leonisa Mukaka			4yrs	3yrs	
Boas Mandula			1.9yrs	1.9yrs	
<b>6.d. NRM</b>					
a. Martin Ketembo	X	5	5yrs	5yrs	
<b>6.e. Safety Net</b>		100%			
M. Katola			3m	3m	
Spencer Zinyemba			5m	5m	
.Steveria Ndala			3.5yrs	3.5yrs	
<b>6.f Health/child survival</b>		100%			

### Annex 5. Project Organization and Processes

Key Positions and People	Post-DAP	% Salary Paid by DAP	Total Years with CADECOM	Total Years with the Project	Other CADECOM and non-CADECOM Training, Project, or Work Experience
Patricial Chilombo	X		1.5yrs	1.5yrs	
IEC Peter Mkumila	X		1.5yrs	1.5yrs	
<b>6.g. Logistics/commodity management</b>		100%			
Patrick Chilawa			5yr	1yr	
Justin Nkasauka			1yr	1yr	
J. Malata		2	2yrs	2yrs	
<b>6.h. Warehouse</b>	-	100%			
K. Makhumba	-		3yrs	3yrs	
E.K Taulo	-		5yrs	5yrs	
V. Mpasula	-		3yr	3yrs	
R. Ndala			1.8yrs	1.8yrs	
<b>7. ADF funded by the DAP</b>		100%			
P. Gonani			3.8yrs	3.8yrs	
E.C Kachingwe	X		5yrs	5yrs	
G.D Musaiwa	X		5yrs	5yrs	
W.K Ntapwata			5yrs	5yrs	
M.Nyalapa			5yrs	5yrs	
S. Sintirawu			2yrs	2yrs	
J.Nthondo			2.5yrs	2.5yrs	
H.Makungwa	X		1yr	1yr	
R.P. Bonjesi	X		2yrs	2yrs	
S.J. Mdakira			5yrs	5yrs	
J. Chingagwe			1yr	1yr	
S. Chilembwe			8m	8m	
S. Kawina			3ys	3yrs	
A. Patel	X		5yr	3yrs	
B. Malunga			1yr	1yr	
Y. Kenadi	X		4yrs	4yrs	
O. Chadza			3yrs	3ys	
Z. Khonyongwa			1yr	1yr	
K. Ndhlovu					
<b>8. Those who left the project</b>					
Leonisa Mukaka					
Patrick Chilawa					
S. Mdakira					
W. Makhumula					
V. Mpasula					
S. Sintirawu					
P. Kuseli					
H Chanamuna					
O. Lozani					
D. Chitimbe					
B. Malunga					
J. Malata					
N. Luwanda					
S. Sagawa					
S. Kawina					

**Annex 5. Project Organization and Processes**

<b>Key Positions and People</b>	<b>Post-DAP</b>	<b>% Salary Paid by DAP</b>	<b>Total Years with CADECOM</b>	<b>Total Years with the Project</b>	<b>Other CADECOM and non-CADECOM Training, Project, or Work Experience</b>
C. Mkona					
Y. Kazembe					
K. Makhumba					
O. Chadza					
F. Masankha					
S. Zinyemba					
M. Katola					
Z.Khonyongwa					
N.B. Kadyamaliro					
Mkumbwa					
K. Ndhlovu					

## Annex 5. Project Organization and Processes

### Annex 5.c.1.b. Staff Employed Under DAP Since 2000

NAME	POSITION	PROFILE
Gonani Peter	Agriculture Development Facilitator	MSCE, Certificate in Agriculture (NRC), Seed Multiplication Training (WVI), Agroforestry Training (PROSCARP), Participatory Extension Methods (MoAI), PRA Training (WVI), Small Scale Irrigation Training (FAO)
Kachingwe Caswel E.	Agriculture Development Facilitator	JCE, Certificate in Agriculture (NRC)
Kamwendo Alfred	Security Guard	PSLCE, Security Training and Certificate in Storekeeping (MYP)
Ketembo Martin S.	Forestry Development Facilitator	MSCE, General Forestry Certificate, Certificate in Social Forestry, Certificate in participatory rural appraisal
Makhumula William	Security Guard	JCE, Security Certificate
Mdakira Stewart J.	Agriculture Development Facilitator	MSCE, Certificate in Agriculture (NRC)
Chawanda Mkwende Abigail	Secretary	MSCE, Advanced Secretarial Certificates (Pitman-UK), Certificate in Business Computing (MCA), Upgrading Course for Secretaries (SDI-Mpemba)
Chawanda Mkwende Abigail	Assistant Administration Officer	Certificate in Management Development Programme (MIM), Certificate in Business Administration (ABE-UK), Diploma in Business Administration-Understudy (ABE-UK)
Kamba Norah	Director/Diocesan CADECOM Secretary	
Kamba Norah	Acting Director	
Musaiwa Gabriel D	Agriculture Development Facilitator	MSCE, Certificate in Principles and Practices of Agriculture (NRC)
Nkasauka Justin	Logistics Officer	MSCE, Certificate in Purchasing and Supply (CIPS-UK), Training in Effective Office and Factory Supervision, Interpersonal and Negotiation Skills, Stores Management and Stock Taking
Mandula Boaz	Agriculture Development Specialist	MSCE, Bachelor of Science in Agriculture majoring in Agricultural Extension & Rural Development (UNIMA)
Ndala Stiveria	Safety Net Coordinator	MSCE, Diploma in Agriculture (UNIMA), TFT (Concern Universal), PRA Training (Concern Universal), Gender Awareness & Analysis
Kapatuka Charles	Accounts Clerk	MSCE, Advanced Certificate in Bookkeeping and Accounts (Soche Technical College)
Ntapwata Wilson K	Agriculture Development Facilitator	MSCE, Certificate in Agriculture Science and Practice (NRC)
Nyalapa Maria C.Z	Agriculture Development Facilitator	MSCE, Certificate in Farm, Home Management (NRC)
Taulo Eric K	Assistant Warehouse Keeper	JCE, Certificate in Store Keeping
Mpasula Vincent	Assistant Warehouse Keeper	MSCE
Mbanga Rose	Secretary	MSCE, 70wpm Shorthand, Typewriting 50wpm
Nthondo Joseph	Agriculture Development Facilitator	MSCE, Certificate in Principles and Practice of Agriculture (NRC)
Ugeni Francis D	Finance And Administration Officer	MSCE, Bachelors Degree in Arts majoring in Industrial Psychology and English (UNIMA), Chartered Institute of Management Accountants (UK), Certificate in Management (Chanco), Certificate in Marketing (Chanco)
Sintirawu Stonard	Agriculture Development Facilitator	MSCE, Certificate in Agriculture (NRC)

## Annex 5. Project Organization and Processes

Bonjesi Rhonex P.	Agriculture Development Facilitator	MSCE, Certificate in Principles and Practices of Agriculture (NRC)
Makungwa Henry P.J.	Agriculture Development Facilitator	MSCE, Training in Soil & Water Conservation, Treadle Pump Usage and Maintenance, Club & Association Formation & Management, Leadership Training, Adult Learning Methodologies and Concept of Food Security (NASFAM)
Chingagwe Justice D.	Agriculture Development Facilitator	MSCE
Kuseli Peterkins	Driver	MSCE, SADC Driving License Class CEB
Chanamuna Harry	Accountant	MSCE, Certificate in Bookkeeping & Accounts (Polytechnic), Certificate in Computer Programming and Computer Operating (Polytechnic), Diploma in Salesmanship (UK)
Chimbalanga Maxwell C.	Accountant	MSCE, Accounting Certificate (RSA), Diploma in Bookkeeping (International Assoc. of Bookkeepers), Certificate in Financial Management (MCA), Certificate in Insurance (CII)
Ndala Richard	Assistant Warehouse Keeper	MSCE, Certificate in Accounting (LCCI), Certificate in Computer Operation
Bwanali Gervazio	Office Assistant	JCE
Lozani Owen	Health Specialist	
Mkukumira Peter	Health Information Systems Officer/Acting Project Coordinator	MSCE, Certificate in Interactive Management Operation System, Certificates in Structured Programming, Work Station Utility Coding, Display Station Design, Programming Workshop, Programming & Design Fundamentals (IMS-RSA)
Kamba Patricia	Information, Education Officer	MSCE, B.Sc. Degree in Environmental Health (UNIMA)
Chitimbe Denis	Driver	MSCE, SADC EB Driving Licence
Mukaka Leonisa	Agriculture Development Specialist/Project Coordinator	MSCE, Bachelors Degree in Agriculture (UNIMA)
Mbolembole Jacinter	Accounts Clerk (Under IFSNP)	MSCE, Certificate in Accounting (MCA), Diploma in Accounting (PAEC)
Mbolembole Jacinter	Accountant	
Matemba Isaac	Driver	MSCE, SADC Driving License Class B
Chilembwe Stanley	Agriculture Development Facilitator	MSCE, Science & Practice of Agriculture (NRC)
Malunga Bickiel J.	Agriculture Development Facilitator	MSCE, Certificate in Agriculture(NRC), Training in Lending Policies & Procedures, Credit Appraisal & Management (MRFC), IGAs & Business Management, Client Management and General Business Understanding (NABW & DANIDA)
Patel Alfred	Agriculture Development Facilitator	MSCE, Certificate in Principles and Practices in Agriculture (NRC)
Malata Joyce	Logistics Officer	MSCE, Advanced Certificate in Purchasing and Supply (CIPS-UK)
Luwanda Nickson	Driver	MSCE, Class J & K Driving License
Sagawa S	Health Coordinator	GCE O Levels, Certificate in Nursing & Midwifery (Scotland), Degree in Nursing (UNISA & USA), Masters Degree in Community Health Nursing Majoring in Nursing Education and Legislation
Byson Luke	Driver	PSLCE, SADC CEB Driving License
Kawina Steven E.	Agriculture Development Facilitator	JCE, Certificate in Agriculture (NRC), PRA Certificate
Chikapa Charles	Security Guard (Temporary)	
Kenadi Yohane	Agriculture Development Facilitator	MSCE, Certificate in Agriculture (NRC)
Makaika Dominic	Driver	SADC EB Driving License, Defensive Driving Course
Mkona Charity T.	Secretary	MSCE, Secretarial Studies Advanced-Pitman-UK (Typewriting 50wpm, Shorthand 100wpm, Office Practice-Level 2, Business Communication, Level 1 and Accounting-Level 1)), International Computer Driving License, Level Public Relations



## Annex 5. Project Organization and Processes

		Diploma (IBAM)
Kazembe Yohane S.	Security Guard	JCE
Makhumba Ken D.	Warehouse Keeper	MSCE, Advanced Certificate in Purchasing and Supply (CIPS-UK)
Chadza Oscar L.S.	Agriculture Development Facilitator	MSCE, Certificate in Agriculture (NRC)
Masankha Frank	Project Coordinator	MSCE, Bachelor's Degree in Agriculture majoring in Crop Science (UNIMA)
Chilawa Patrick	Logistics Officer	MSCE
Zinyemba Spencer E.M	Safety Net Coordinator	MSCE, Bachelor's Degree in Agriculture (UNIMA), Cotton Production Certificate (ZIM)
Katola Maureen	Safety Net Coordinator	
Khonyongwa Zione	Agriculture Development Facilitator	MSCE, Principles and Practices of Agriculture
Ndalama Phiri Hope	Agriculture Development Facilitator	
Sandu S.	Security Guard	JCE
Kadyamaliro Noah B.	Accountant	MSCE
Mkumbwa Joel J.	Accountant	MSCE, Bachelor's Degree in Business Administration (UNIMA), Chartered Institute of Management Accountants Stage II (UK)
Ndhlovu Keston	Agriculture Development Facilitator	MSCE, Certificate in Agriculture (NRC)





**Annex 5. Project Organization and Processes**

L. Mukaka			X	X	X	X				
B. Mandul									X	
<b>NRM specialist</b>										
M. Ketembo			X	X	X	X			X	
<b>SAFT-NET</b>										
M. Katola		3m								
S. Zinyemba		5m								
S. Ndala			X	X	X				X	
<b>Health/child</b>										
S. Sagawa								3m		
O. Lozani								3m		
P. Mkukumila								X	X	
P. Chiroombo								X	X	
<b>Logistics</b>										
P. Chilawa			X	X	X				X	X
J. Malata										
J. Nkasauka								X	X	
<b>Warehouse Keepers</b>										
K. Makhumba										
E. Taulo		X	X	X	X				X	
V. Mpasula		X	X	X	X				X	
R. Ndala		X	X	X	X				X	
<b>ADF's</b>										
5		X	X	X	X			X	X	
1 (PROMOTION)		X	X	X	X					
1		X								
4			X	X	X			X	X	
1			X	X	X			X	X	
1								X	X	
4								X	X	
1								X	X	

Source: CADECOM/CRS, Phalombe, July 27, 2004.

### Annex 5. Project Organization and Processes

Annex 5.c.1.d. Evolution of CRS and Non-CRS Facilitated Grant Support for the Blantyre CADECOM, FY97-Present

<b>Dates (beginning- end)</b>	<b>Blantyre</b>	<b>Phalombe</b>	<b>Projects /donor</b>	<b>Activities</b>	<b>Amount</b>
	X		CARITAS Germany	Relief	DEM 130,000.00
	X		CARITAS Netherlands	Pilot-Food Sec- Mwanza	NGL 141,676.00
2000-20003	X		CRS (private funding)	Environmental Health Program. Chiladzulu District (150 Km from project site)	\$300,000 US
2000-2004	X	X	DAP USAID CRS	Integrated Food Security - Phalombe	MK 68,507,705.42
2000-2004	X		CORDAID	Integrated Food Security and Nutrition-Program, Mwanza	NGL 600,000 Euros) (3 yrs)
2002-2005	X		MISEREOR	Administration support (Blantyre): 25% director salary, gardener, guard for warehouse, 1 driver, phone line + 1 cell phone, computer (2)	210,000 E\$ (3 years)
Nov 2002- April 2003	X		TROCAIRE	Emergency operation: Mwanza (300 km from project site)	\$55,000 Euro (6 months)
Nov 2002- April 2003	X		CARITAS Austria	Emergency operation: Thyolo District (100 km from DAP sites)	Eur 20,000.00 (6 months)
June 2003- present	X		CARITAS Austria	Agricultural Rehabilitation of Thyolo District (100 km from DAP sites)	\$ 80,000 Euro- 1yr
2003	X		UNICEF	Malaria Project	MK 653, 000.00 (6months)
2002-2003	X	X	CRS/OFDA	Emergency operation:- Seed & food Processing- Phalombe	MK4,133, 650.00-
2003-2004	X	X	C-SAFE (USAID)	Emergency (food aid, FFW, Chronically Ill)	MK4, 676, 670.00-

Source: CADECOM/CRS, Phalombe, July 27, 2004.

**Annex 5. Project Organization and Processes**

Annex 5. c.1.e. NGOs Interventions in the Phalombe DAP Project Area

Created since FY00	NGO	Target EPAs		Technical Areas in which NGOs Intervene												
		Tamari <sup>1</sup>	Mpinda	Livestock	Ag	NRM	Health	Safety Net	Credit and loans	Education	HIV/AIDS	Water/sanitation				
	Action AID	-			X	X	X	X								
X	World Vision-Malawi	X			X	X	X									
X	Blantyre Synod	X			X	X	X									
	Salvation Army	-	X		X								X			
	ELDP (Evangelical Lutheran Development)	X			X										X	
	Christian Services Committee	-	X		X	X								X	X	
	Project Hope	-			--								X			
X	COMWASH	X			-									X		
	Malawi CARE				-											
	CRS/CADEC OM DAP	X	X		X	X					X		X			

<sup>1</sup> Not in same villages but same EPA

## Annex 5. Project Organization and Processes

### Annex 5.c.1.f. Evolution of Attendance at Quarterly Review Meetings, in Blantyre

Month	Total	CADECOM				
		Director	Coordinator	Specialists	Fin/Adminis- tration	Government
Date						
9 <sup>th</sup> /10 <sup>th</sup> August 04		X	X	X	X	
5 <sup>th</sup> /6 <sup>th</sup> , April 04	13	X	X	X	X	
Oct-Dec 03 (not held, no Funding)		X	X	X	X	
28 <sup>th</sup> /31 <sup>st</sup> , July 03	14	X	X	X	X	
15 <sup>th</sup> /16 <sup>th</sup> , May 03	12	X	X	X	X	
30 <sup>th</sup> April 02	10	X	X	X	X	
19 <sup>th</sup> February 02	10	X	X	X	X	
26 <sup>th</sup> November 01	10	X	X	X	X	
16 <sup>th</sup> July 01	10	X	X	X	X	

## Annex 5. Project Organization and Processes

### Annex 5.c. Additional Administrative Tables

#### Annex 5.c.2. CADECOM Chikwawa

Annex 5.c.2.a. Evolution of Staffing for Key CADECOM/Chikwawa Positions (Including Number of Years with CADECOM, Duration with the DAP and Credentials)

Key positions and persons occupying them	Years with CADECOM	Duration with DAP	Activities with Project	Other project experience and qualifications
<b>1.0 Director</b>				
P. Matemba	3	-	Non-DAP	Died
M. Nogwe	2	one	Coordinate Agri. & NRM	Died December 2000
V. Y. Kapalamula	4	August 2000 present	Director component	BSC (Economics) degree 31 years experience in project management
<b>2.0 Agriculture Development Specialist</b>				
Mr. A. M. Mphamba, ADS (Agriculture Development Specialist)	4	November 2000 – present	ADS	BSC degree in agriculture 30 years experience in agriculture extension
<b>3.0 Food Security/Safety Net Officer</b>				
N. G. Moyo	2	1	Acting Safety Net Coordinator	Food Security Officer with the diocese (BSC degree in social development)
Charles Changalala	1	1	Safety Net Coordinator	Resigned
Fidelis Chasukwa Mgowa	3	3	Safety Net Coordinator	Resigned
<b>4.0 Health</b>				
Ms. R. Mpetiwa	1	1	Coordinator	Nurse with vast hospital and field experience
Mr. V. L. Jonasi	1	1	IEC Officer	Retired from civil service as IEC Officer



## Annex 5. Project Organization and Processes

<b>5.0 Commodity management/logistics</b>				
S. Sitolo	3	Sept 1 to date	Logistics Officer	BSC Science degree 4 years working experience
S. Nasiyaya	2	June 02 to date	Warehouse Keeper	Diploma in purchasing and supplies
2 Assistant Warehouse Keepers	3	3	Commodity management	Certificates in purchasing and supplies
<b>6.0 Finance/Administration</b>				
Finance & Admin. Officer	1	October 02 – Jan 04	FAO	Left due to illness
Accountant	4	April 02 – present	Accountant	BSC accounting degree
<b>7.0 Field staff (ADFs and FDFs)</b>	2 – 4 years		9 ADFs, 1 FDF	Minimum agriculture certificate. Average work experience 10 years
<b>Drivers and support staff</b>	4	4	Driving, Secretarial, Cleaning	Have relevant qualifications
<b>People who left</b>				
Mr. L. Ganamba			ADF	Resigned
Mr. Nkukumira			ADF	Resigned
Ms. Kamwendo			ADF	Resigned
I. Dawa			Finance & Admin. Officer	Resigned
<b>Relief and rehabilitation</b>				
F. Imani Mrs	3		Relief Officer	
6 Agric. Dev. Facilitators	3		Field Officers	
<b>Home based care</b>				
F. Chiputula	2		HBC Coordinator	Diploma in Clinical Medicine
T. Kandulu Ms	2		Field Nurse	Nurse
G. Fatchi Ms	5		HBC Provider	MSCE Certificate
C. Pakhota	5		HBC Provider	MSCE Certificate

## Annex 5. Project Organization and Processes

### Annex 5.c.2.b. Evolution of DAP and Non-DAP Supported CADECOM//Chikwawa STAFF FY1999 – 2005

Positions	FY1999	FY2000	FY2001	FY2002	FY2003	FY2004	FY2005 (Projected)
<b>A. DAP Positions</b>							
Director	1	1	1	1	1	1	1
Agriculture Development Specialist		1	1	1	1	1	
Finance and Administration Officer					1		
Safety Net Coordinator		1	1	1	1	1	
Accountant		1	1	1	1	1	1
Community Based Health Care Specialist					1	1	1
Information, Education and Communication Officer					1	1	1
Logistics Officer		1	1	1	1	1	1
Warehouse Keeper		1	1	1	1	1	1
Agriculture Development Facilitators (ADFs)		11	15	15	12	9	-
Forestry Development Facilitator		1	1	1	1	1	-
Assistant Warehouse Keeper		2	2	2	2	2	-
Drivers		1	2	2	3	2	2
Guards		4	4	6	6	6	6
Other Support staff (cleaners etc)		2	3	3	3	3	3
Executive Secretary		1	1	1	1	1	1
<b>Total DAP</b>	<b>1</b>	<b>28</b>	<b>34</b>	<b>36</b>	<b>37</b>	<b>32</b>	<b>18</b>
<b>B. Non DAP</b>							
Food Security and Nutrition Officer	1	1	1	1	1	1	1
Home Based Care Coordinator	1	1	1	1	1	1	1
Field Officer (Home Based Care)	4	4	4		1	1	1
Home Based Care Providers	4	4	4	2	2	2	4
Relief Officer	-	-	-	-	1	1	-
Rehabilitation Field Officers	-	--	-	-	8	8	12

## Annex 5. Project Organization and Processes

<b>Positions</b>	<b>FY1999</b>	<b>FY2000</b>	<b>FY2001</b>	<b>FY2002</b>	<b>FY2003</b>	<b>FY2004</b>	<b>FY2005 (Projected)</b>
Zone Supervisors	-	-	-	-		3	4
Drivers							
Guards	2	2	3	3	3	3	3
Support staff	3	3	2	2	2	2	2
Total Non-DAP	15	15	15	9	19	22	28
<b>Grand Total (DAP &amp; Non-DAP)</b>	<b>16</b>	<b>43</b>	<b>49</b>	<b>45</b>	<b>56</b>	<b>54</b>	<b>46</b>

### NOTE

1. Some ADFs resigned when it was confirmed that DAP would end on 30<sup>th</sup> September 2004 and that DAP II would be implemented in Lilongwe and not in Chikwawa Diocese.
2. FY 2005 figures are projected assuming a no-cost extension of the child survival component.

**Annex 5. Project Organization and Processes**

**Annex 5.c.2.c. Evolution of Expenses for Different Cost Centers, CADECOM/Chikwawa.**

<b>COST CENTRE</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>TOTAL</b>
AGRICULTURE & NRM	0.00	1,028,930.68	2,111,353.74	2,371,166.52	5,235,387.96	10,746,838.90
SAFETY NET	0.00	691,947.46	2,706,655.46	2,412,488.43	6,880,832.33	12,691,923.68
HEALTH	0.00	0.00	0.00	507,820.54	4,739,107.18	5,246,927.72
LOGISTICS	0.00	870,360.04	1,692,897.64	2,605,278.41	4,437,543.01	9,606,079.10
ADF SALARIES & BENEFITS	0.00	2,563,314.91	3,098,739.62	3,413,070.21	3,640,273.06	12,715,397.80
PERSONNEL TRAINING (ALL)	0.00	37,150.00	121,311.00	492,612.50	695,935.00	1,347,008.50
ADMINISTRATION	0.00	2,749,298.03	5,508,616.87	166,560.37	9,777,324.57	18,201,799.84
a) Salaries of Technical Supervisors						
Ag/NRM						
Safety Nets						
Health						
IEC						
Other						
b) CADECOM Administrative Office (Director's salary, support salaries, building maintenance, etc.)						
c) Other						
<b>TOTAL</b>	<b>0.00</b>	<b>7,941,001.12</b>	<b>15,239,574.33</b>	<b>11,968,996.98</b>	<b>35,406,403.10</b>	<b>70,555,975.53</b>

**Annex 5. Project Organization and Processes**

**Annex 5.c.2.e. CADECOM/Chikwawa Rainfall Figures for FY2000 – 2004 by Year.**

Station	2000 – 2001	2001 – 2002	2002 – 2003	2003 – 2004	Comments
Niapa A	794.5mm	606.5mm	587.0mm	623.5mm	
Niapa B	752.0mm	627.2mm	747.0mm	765.0mm	
Mphuno	918.0mm	852.0mm	555.0mm	667.0mm	
Tombokamwa A	831.2mm	777.0mm	646.0mm	646.0mm	
Tombokamwa B	831.2mm	818.0mm	646.0mm	665.0mm	
Dewele	1043.5mm	643.4mm	646.0mm	623.0mm	
Chilikha	831.2mm	904.8mm	623.5mm	631.5mm	
Ng'ongo	1189.4mm	927.1mm	661.9mm	661.7mm	
Kadumba	1221.5mm	1155.1mm	634.0mm	692.4mm	
Nyafodya A	1368.1mm	1320.8mm	701.0mm	967.6mm	
Nyafodya B	1368.1mm	664.8mm	829.0mm	530.2mm	
Chibisa A	1378.8mm	771.3mm	907.0mm	967.6mm	
Chibisa B	1378.0mm	768.0mm	907.0mm	963.2mm	
Average Rainfall	1069.7mm	833.5mm	699.4mm	724.0mm	

- The rainfall this season was the poorest in form of distribution because it started mid – January and ended mid March when the crop was at the critical water requirement.

## Annex 5. Project Organization and Processes

### Annex 5.c.2.f. Chikwawa CADECOM Exit Strategies

Activity	Dates	Responsible Officers	Remarks
Briefing the parish committee	20 <sup>th</sup> February 2004	ADS, Director, ADFs, FDFs	Done
Briefing to ADC and Local Leaders	30 <sup>th</sup> March 2004	ADS, ADFs	Done
Briefing to DEC meeting	4 <sup>th</sup> April 2004	ADS, Director, ADFs	Done
Empowering village committees to take up responsibility of their own destiny in all interventions imparted to them	12 <sup>th</sup> – 16 <sup>th</sup> April 2004	ADS, SNC, ADFs	Done
Formulation of forestry by laws and development of forestry constitution	19 <sup>th</sup> – 22 <sup>nd</sup> April 2004	AFO, FDF, FAS, ADS	Done
Distribution of seeds to the participants just to cover the lost crop by drought	15 <sup>th</sup> September 2004	CRS	To be considered by CRS
Provision of three months, no cost extension just to monitor seed distributed another interventions taken up by farmers	October to December 2004	CRS	To critically consider this.
Identification of peer village educators in the impact area	2004 – 2005	CADECOM staff	To ensure on going of activities.
Provision of at least few skeleton staff to remain for some time to continue supervision of the activities	October on wards	CRS	For consideration by CRS
Provision of polythene tubes to continue the Afforestation programme	August – September 2004	CRS	For consideration so that the communities should continue with the Afforestation programmes
Handing over of the activities to Ministry of Agriculture staff and Forestry staff	August/September 2004	CADECOM staff	To be done
Farewell meetings with Parish Committees	August 2004	CADECOM staff	
Farewell meetings with ADC and Local leaders	August 2004	CADECOM staff	
Farewell meetings with DEC members	September 2004	CADECOM staff	

**Annex 5. Project Organization and Processes**

**Annex 5.c. Additional Administrative Tables**

Annex 5.c.3. CRS-Malawi

Annex 5.c.3.a. CRS Staff Training During the Course of the DAP

NAME	POSITION	Monetization	Resource Management	Pro-frame (M&E)	Small scale irrigation	Training 5	Training 6	Training 7
Makasa Kabongo	Country Rep (1)							
Debra Lyn Edwards	Country Rep (2)							
Schuyler Thorup	Country Rep (3)							
Laura Mc Carthy	Head of Program (1)							
Hanna Dagnachew	Head of Program (2)							
Desmond Nkhoma	DAP Coordinator (1)	X	X					
Nicholas Mkwapata	DAP Coordinator (2)	X	X					
Abbie Shawa	DAP Coordinator (3)			X				
Martin Mtika	DAP Coordinator (4)	X		X				
Chris Kandulu	Logistic/Monetization		X					
Watson Banda	Agric Coordinator (1)				X			
Noria Kayira	Agric Coordinator (2)							
Cecilia Wanda	M&E Coordinator (1)			X				
Maureen Mwananema	M&E Coordinator (2)							
Esau Kalemba	Safety Net Coordinator (1)							
Happy Mphiphira	Safety Net Coordinator (2)							
Fidelis Migowa	Safety Net Coordinator (3)			X				
Stanley Mwase	Health Coordinator (1)			X				
Kwame Msapato	Health Coordinator (2)							
Kachere Khumalo	Finance Manager							

**Source:** CRS/Malawi Records, 2004

### Annex 5. Project Organization and Processes

Annex 5.c.3.b. Evolution of CRS/Malawi Staff in Key Administrative and Technical Positions on the Project and in the CRS/Malawi Office

Position	FY99 Oct 1, 1998- Sept 30, 1999	FY00 Oct 1, 1999- Sept 30, 2000	FY01 Oct 1, 2000- Sept 30, 2001	FY02 Oct 1, 2001 - Sept 30, 2002	FY03 Oct 1, 2002- Sept 30, 2003	FY04 Oct 1, 2003- Sept 30, 2004
Country Representative	Sieve Otto – started on 16/11/1997 and departed on 21/1/1999 Makasa Kabongo – started on 11/1, 1999	Makasa Kabongo	Makasa Kabongo	Makasa Kabongo - departed on 31 July 2002 Debra Edwards – started on 18 July 2002	Debra Edwards - departed January 2003 Hanna Dagnachew (Acting CR – started February 2003 and ended in July 2003) Schuyler Thorup – CR started on 25/7/2003	Schuyler Thorup (Aug 03) – started on 25/7/2003 to date
Head of Programming	Kate Baker – started on 19/1/1998 and departed on 15/10/1998	Mona Mc Cord – started on 19/2/1999	Mona Mc Cord – departed on 28/2/2000 Laura Mc Carthy – started on 16/5/2000	Laura Mc Carthy – departed on 30/6/2002 Hanna Dagnachew – started on 8/7/2002	Hanna Dagnachew	Hanna Dagnachew – departed on 30/7/2004
DAP Manager	Desmond Nkhoma – started 1/1/1999	Desmond Nkhoma – departed 16-1-2000 Nicholas Mkwapata -started 17/1/2000	Nicholas Mkwapata (depart - 18/1/2002) Martin Mtika – started 1/2/2002 – departed 31/7/2002 Abbie Shawa - started 1/9/2002	Abbie Shawa departed 2 August 2003, Martin Mtika (3/8/2003 - present)	Martin Mtika (August 03- present)	
Agriculture Advisor	Watson Banda – started 1/2/2000	Watson Banda	Watson Banda	Watson Banda	Watson Banda – departed on 31/3/2003 John Nyangulu - started on 13/8/2003 and departed on 30/9/2003	Nonas Kayira (started on 17 Feb 2004 to date)
Safety Net Advisor	Esau Kalemba ( started on 1/12/1999 and departed on 11-5-2000)	Maxford Munyanga – started on 1/11/2000 Maxford Munyanga (departed on 16/5/2001)	Happy Mphiphira – started on 15/3/2002	Happy Mphiphira – departed on 20/4/2003 Fidelis Mgowwa – started on 1/7/2003	Fidelis Mgowwa – July 2003 to present date	
Health Advisor	None	None	None	None	Stanley Mwase (started on 12/2/2003)	Stanley Mwase (departed on 20/3/2004)/Kwame Msapato started on 12/7/2004)
M&E Advisor	Cecilia Wanda – started on 1/2/2000	Cecilia Wanda	Cecilia Wanda	Cecilia Wanda	Cecilia Wanda	Cecilia Wanda – departed on 5/1/2004
Finance Manager	Chris Kandulu – started on 1/9/2000	Chris Kandulu – departed on 19/8/2001	Chris Kandulu	Kachere Khumalo – started on 20/8/2001	Kachere Khumalo – departed on 20/3/2003	Paul Makwinja – started on 30/12/2003 to date
Logistics Manager	Chris Kandulu – started on 1/9/2000	Chris Kandulu	Chris Kandulu	Chris Kandulu	Chris Kandulu	Chris Kandulu – from 1/9/2000 to date
Administration Manager	None	Peterson Kamanga – started on 1/9/2001	Peterson Kamanga – departed on 1/1/2003 Mick Kamwenje – started on 21/10/2002	Mick Kamwenje – departed on July 4, 2003 Andrew Machado (started on 1/9/2003)	Andrew Machado Sept. 2003 to date	

Source: CRS/Malawi Records, 2004



## Annex 5. Project Organization and Processes

### Annex 5.c.3.c. Evolution of Projects and Support for CRS/Malawi Since 1998

Donor Source	Project Title	Dates Started	1998	1999	2000	2001	2002	2003	2004
1550-658U003	Lilongwe Justice & Peace Commission (Phase II)	1-Nov-2003							
1050-6580000	General Operating Fund	1998							
2280/2080-6580001	Mzuzu AIDS Education & HBC Project (Phase II)	1-Dec-1999					X		
1550/6773-6580002	Nguludi Community Health Care Project	1-Oct-1999						X	
6773-	Nguludi Community Health Care Project	1-Oct-1999						X	
1550-6580003	Staff Development Fund	1-Oct-2002						X	
1550-6580004	Regional Small Projects Fund (Gen)	1-Oct-2002						X	
2280-	Regional Small Projects Fund (AIDS)	1-Oct-2002						X	
2280-6580006	Cadecom Dedza Integrated Food HIV/AIDS	1-Oct-2001							X
2280-6580008	Diocese of Mzuzu Integrated Food Security	1-Oct-2001							X
1550-6580009	National Justice & Peace Commission II	1-Aug-01						X	
1412-6580010	Chikwawa/Phalombe Food Project (2001)	2001							
5330-6580012	DAP for FY02	1-Oct-2001 (Inactive)					X		
2280-6580014	Administration costs for HIV/AIDS Projects	1-Oct-2003							X
2280-6580015	National CADECOM HIV/AIDS Position	2002							
1550-6580016	Dedza Diocese for Justice & Peace II	1-Oct-2002							
1550-6580017	Mzuzu Diocese Justice & Peace	1-Oct-2002						X	
5253-6580018	Farm Bill 202(e) for FY02	1-Oct-2001							X
2172/1550-6580019	Economic Literacy Project	1-Oct-2002							X
1550-6580020	Capacity Building/Partnership	1-Oct-2003							X
1412-6580021	Emergency Preparedness	30-Oct-2003							X
1412-6580024	Emergency Management Support	2002						X	
5330-6580025	DAP for FY03	1-Oct-2002 (Inactive)						X	
5253-6580026	Farm Bill	2003							X
1550-6580027	DAP Extension Planning	1-Oct-2003							X
1550-6580028	Project Overseas Allowance	1-Oct-2003							X
6770-6580029	Joint Emergency Food Aid Programme	1-Oct-2003							X
5304-6580030	OFDA Seed Distribution Project	1-Oct-2003							X
5322-6580031	C-Safe ITSH	1-Oct-2003							
5297-6580032	USAID/Malawi Emerg. Food Aid	2003							
2280-6580033	Zomba Diocese Integrated HIV/AIDS	1-Nov-2002							
6770-6580034	JEFAP Phase II for FY03	1-Oct-2003						X	
5338-6580035	CoGuard (Supplementary Feeding)	2003							X
6773-6580036	Nutrition Surveys FY03	2003							X
1550-6580037	Lilongwe Justice and Peace	2003							X
1550-6580038	Chikwawa Justice and Peace	2003							X
5330-6580039	DAP FY2004	1-Oct-2003							X
5253-6580040	Farm Bill – FY2004	2004							
1550-6580041	Adm. costs for Justice & Peace	2004							
5322-6580042	C-Safe 202(e)	2003							X
5322-6580043	C-Safe ITSH – FY2004	2004							
5322-6580044	C-Safe (E) – FY2004	2004							
1555-6580045	St. Gabriel's HIV/AIDS	2003							X
6770-6580046	JEFAP II – FY2004	2004							X
2580-6580047	LISTEN FY2004	2004							
1550-6580051	Cap. Building for Chikwawa CCJP	2004							
2280-6580052	Integrated HIV/AIDS Program for Mzuzu Diocese	2004							

**Annex 5. Project Organization and Processes**

Table 5.c.3.d. Evolution of CRS/Malawi Staff, 1999 – Present.

<b>Staff Category</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>
<b>A. International Staff</b>	2	3	5	5	6	6	8
<b>B. Senior Management</b>	2	3	5	8	5	5	10
<b>C. Middle Management</b>	-	-	6	6	14	17	24
<b>D. Support Staff</b>	2	2	5	5	17	10	7
<b>E. Drivers, Cleaners, etc.</b>	2	2	7	11	22	16	18
<b>Total</b>	<b>8</b>	<b>10</b>	<b>28</b>	<b>35</b>	<b>64</b>	<b>54</b>	<b>67</b>

Source: Human Resource Department – CRS/Malawi

## **Annex 6. Persons Interviewed**

### **Annex 6.a. Agriculture/NRM, Project Organization and Processes**

#### **International and National Agricultural Centers**

Jane Alumira, Social Scientist (impact assessment), ICRISAT, Zimbabwe  
Zwide D. Jere, Malawi Director, Total Land Care (formerly MAFE)  
Trent Bunderson, Regional Director, TLC (formerly MAFE)

#### **Ministry of Agriculture (Forestry and Extension)**

##### **Chikwawa**

Mr. Komakoma, District Agricultural Development Officer, Chikwawa

##### **Phalombe**

Emmanuel Njolomole, District Agricultural Development Officer, Ministry of  
Agriculture and Irrigation (MOA&I)  
Dominique Mwalukasingo, District Agricultural Extension Coordinator, MOA&I  
Mr Mariko, District Forestry Officer  
Joseph Chikhoza, Forestry Assistant

#### **District Commissioner Officers**

##### **Chikwawa**

Mr. Makonokaya, Chikwawa (GOM/OPC)  
Mr. Nkhoma, District Director Planning and Development, Chikwawa (Government of  
Malawi under DC)

##### **Phalombe**

Mr. Khumbo Tchongwe, District Commissioner, Phalombe

#### **National CADECOM**

Nicholas Mkwapata, National CADECOM Secretary

#### **CADECOM Chikwawa Staff**

Vinnie Kapalamula, Diocesan CADECOM Secretary, Chikwawa CADECOM  
Amos Mphamba, Agricultural Development Specialist  
Rosemary Mpetiwa, Community Based Health Care Specialist  
Nota Moyo, Safety Net Coordinator  
Victor Jonasi, IEC Officer  
Monsignor Cosmas Chasukwa

#### **CADECOM Chikwawa ADFS**

Andrew Chaima  
John Mwenye  
Mike Bwanali  
Grey Mwadala  
J.Chingagwe  
P.Gonani  
John Mwenye

## **Annex 6. Persons Interviewed**

Rose Mahata  
S.D. Sitolo  
Wilson Ntapwata  
C.Kachingwe

### **CADECOM Phalombe Staff**

Norah Kamba, Diocesan CADECOM Secretary, Blantyre CADECOM  
Peter Mkukumila, Project Coordinator, Phalombe DAP Office  
Boaz Mandula, Agricultural Development Specialist  
Stiveria Ndala, Safety Net Coordinator  
Patricia Chilombo, IEC Officer

### **CADECOM Phalombe ADFS**

Gabriel Musaiwa  
Henry Makungwa  
Peter Gonani  
Herbert John Kanje (MOA&I Extension Worker)  
Stanley Chilembwe  
Ronex Bonjesi  
Joseph Nthondo, ADF, Khukhumba  
Justice Chingagwe, Dzanje  
Rhonex Bonjeji, Mianga II and Bonana  
Yohane Kenadi, Chigumkire  
Caswel Kachineue  
Wilson Ntapwata  
Henry Makungwa

### **Diocesan Officials—RCC (please check parish priest below's name)**

Father Cleophas Nsambokulira, Parish Priest Misomali in Project area  
Father Nazario Mateyu, Bishop's Secretary  
His Lordship Bishop Peter Musikuwa, Bishop Chikwawa Diocese  
Father Cleophas Nsambokulira, Parish Priest Misomali in the Chikwawa Project area  
His lordship the Archbishop of Blantyre  
Father Lawrence Simbota, Former Vicar, Blantyre Diocese  
Father Teputepu, Parish Priest Muranga  
Fr. Lawrence Simbota, Former Vicar, Diocese of Blantyre

### **Village Headmen and Traditional Authorities**

#### **Chikwawa**

Senior Chief Chapananga  
Village Headman Dausi  
Village Headwoman Muonda  
Village Headman Patalao – Representaitve  
Group Village Headman Timbenao 1

## **Annex 6. Persons Interviewed**

### **Phalombe**

Group Village Headman (GVH) Mpinda – Representative  
Village Headman Henere,  
Village Headman Ndungunya II, NH  
Village Headman Tsekakhomo.

### **KEY INFORMANTS**

Mercy Bodza	Tiimbenao 1, Chikwawa
Filipi NYowani	Tiimbenao 1, Chikwawa

### **CRS/MALAWI**

Martin D. Mtika, Deputy Head of Programming  
Norias Kayira, Senior Project Officer (Agriculture)  
Fidelis Mgowa, Safety Net Project Officer  
Stephen Nkoka, Senior Project Officer (M&E)  
Kwame Msapato, Child Survival Project Officer

### **OTHERS AT CRS/MALAWI**

Sebastian Jayasuriya, Acting Country Representative and Head CRS/Blantyre office  
Perkins Phiri, Monetization Manager, Malawi Program  
Hanna Dagnachew, Head of Programming  
Thorup Schyler, Country Representative, CRS/Malawi  
Driss Moumane, Deputy Regional Director, Quality Control, CRS (Harare)

## Annex 6. Persons Interviewed

### 6.b. Health and Safety Net Activities

#### Summary of Interviews at the District Level for Health and Safety Net Sub-Team.

Date	Location	Position	Name	Notes
July 19, 2004	CK DHO	MCH Coord.	Ms. Kamphinda	DHO Dr. Alide in training course HMIS Mr Harvey Mkandawire was out of town but will send data (and did!)
		DEHO	Mr. Chunga	
		DEHO	Mr. Mohama	
July 20, 2004	CK DSWO	DSWO	Ms. Mvula	
July 26, 2004	PE DHO	MCH	Mr. James Benni	2000 PE, 8 yrs Nsanje wat&san
		IEC officer and acting DEHO	Mr. Flelix Simbi	1999 PE IEC 2003 Oct Acting DEHO
		DHO	Mr. Peter Moffat	
July 31, 2004	PE DSWO	DSWO	Mr. Mtengowaminga	Short interview, just returned from funeral

Annex 6. Persons Interviewed

Annex 6.c. Village Level Interviews, Health and Safety Nets (Key Informants).

Person Interviewed	Position	Male	Female
John Mwenye	ADF	x	
Rose Mahata	ADF		x
S.D. Sitolo	ADF		x
Wilson Ntapwata	ADF	x	
C.Kachingwe	ADF	x	
Joseph Nithando	ADF	x	
J.Chingagwe & P.Gonani	ADF	xx	
Rosemary Mpetiwa	CBHCS-Chikwawa		x
G.L.Mwampwa	CDA	x	
H.A.Mukone	H.S.A.	x	
Judge Nhlane	H.S.A.	x	
Victor Jonasi	IEC	x	
Patricia Kamba-Chilombo	IEC/CBHCS		x
DHMT	Members	xx	x
DHMT	Members	xx	
Youth	Orphaned	x	
Youths	Orphaned	x	xx
Youths	Orphaned	xxx	
Wilfred Magunju	Village headman	x	
Biliati Salangwa	Village headman	x	
Raphael Mkala	Village headman	x	
Mala Masache	Village headman	x	
Daniel Zakana	Village headman	x	
FGD (older women)	Villagers		12
DRFV	Volunteer	x	
DRFV	Volunteer (Insecticide Treated Nets-ITNs)		x
Totals <sup>1</sup>		25	20

<sup>1</sup> x=1 person, xx=2 persons, xxx=3 persons

**Annex 6. Persons Interviewed**

**Annex 6.d. Village Profiles of Persons Interviewed—Health and Safety Nets:**

Dist.	Village Name	Date	Length of visit	Approx. Present	Estimate of people present					Specific Leaders
					m	f	mY	fY	u/5	
CK	Novu 2	21.07	9-12	56	6	30	0	0	20	Chief (m), GMVs (1m,1f), Water Committee (2m,3f), ADFs (1m,2f)
	Nsaliva 1	21.07	2-4,30	39	6	18	0	0	15	Chief(m), CBCC teachers (1m1f), OCC (5f,2m), ADF(f)
	Chatanga	22.07	9:30-12	0						Della & Driss (took our CDA), funeral in neighbouring village
	Maluwati	22.07	1.30-4	0						
PE	Phelele	28.07	10-1	74	13	26	0	0	35	Chief (m), OCC chair (m), VDC chair (m) Livestock chair(m), Forestry chair (m), Agriculture chair(m), CBCC chair(m), ADF (m)
	Katolozwe	28.07	2-4	103	25	50	0	0	28	Chief (m), visiting chiefs(1m,1f), woman led the meeting, ADF (m)
	Mala	29.07	9-12	100	16	28	6	0	50	OCC (3f,2m), CBCC (3f,3m), VHC (1m), DRF&GMV(1m,1f same people), ADF (m), visiting ADF (m)
	Selenje	29.07	1-4	60	6	28	2	2	22	Chief (m), VHC (3f,4m), GMV (1m,1f), DRFV (1f,1m), ADF (m)
<b>Totals</b>				<b>432</b>	<b>60</b>	<b>132</b>	<b>8</b>	<b>2</b>	<b>135</b>	

\* note that turnout was higher in PE than in CK with 50/50 male/female. CK 33/66 male/female.

**Annex 6.e. Summary List of Persons/Groups Interviewed by Health/Safety Nets Team**

	Title	Name	Total	Male	Female
CDA		None	0	0	0
CDA		None	0	0	0
CDA		G.L. Mwampwa	1	1	0
CDA		none	0	0	0
HSA		none	0	0	0
HAS		H.A. Mukone	1	1	0
HSA		(Mukone) same HSA as yesterday	1	1	0
HAS		Judge Nhlane	1	1	0
ADF, Andrew Chaima, male;			1	1	0
ADF, C. Kachingwe, male;			1	1	0
ADF, John Mwenye, male;			1	1	0



Annex 6. Persons Interviewed

ADF, Joseph Nthando, male	1	1	0
ADF, Mrs S.D. Sitolo, female	1	0	1
ADF, Rose Mahata, female	1	0	1
ADF, Wilson Ntapwata, male	1	1	0
ADFs: Justice Chingagwe	1	1	0
ADFs: Peter Gonani	1	1	0
Chief, Biliati Salangwa, male	1	1	0
Chief, Daniel Zakana, male	1	1	0
Chief, Mala Masache, male	1	1	0
Chief, Raphael Mkala, male	1	1	0
Chief, Wilfred Magunju, male	1	1	0
Community Informal chat with everyone else there, about 8 women and 3 men, including the chief (since there were no activities to see for youth or CBCC)	11	3	8
Community members (28 women (6 of these elderly) plus 15 or more CU5 – growth monitoring day)	28	0	28
Community members, 8, 4 safety net, 4 graduated	8	0	0
Community women FGD 12	12	0	0
OCC 3 women, 9 men plus CBCC 2 women	14	9	5
OCC (3f, 9m)	12	9	3
OCC (5f, 2m) men held position of member and vice-secretary (GMV on OCC, 2DRFVs on OCC)	7	2	5
OCC, 1 member 5 years, 9 started 4 months ago	10	0	0
Parents & guardians: about 7 male and 8 female	15	7	8
Parents / guardians with CU5 (7 on safety net, 5 graduated) all female	12	0	12
Parents CU5 (8f) 4 growing well, 4 doing poorly.	8	0	8
Parents/guardians with CU5 – all female 10	10	0	10
Parents/guardians: 15 (5 guardians FHH, 5 guardians MHH, 5 parents)	15	7	8
Parents; Men caring for orphans: 4/6, each keeping 2; women caring for orphans 2/6, each keeping 2; plus some are malnourished	12	6	6
VHC (5m, women at a funeral) GMV male, GMV/DRFV male, DRFV male	5	5	0
VHC 13 members (6m, 7f) chair female, DRF (1m, 1f), ITN (2f), GMV (1m, 1f)	13	6	7
VHC GMVs (1m, 1f) DRFs (1m, 1f) – all early 20's	4	2	2
VHC, 5f (1 10-yr, 1 5-yr, 3 <2-yr), 4m (3 10-yr, 1 <2-yr)	9	4	5
Youth (3f, 1m)	4	1	3
Youth orphaned youth, 16 years old, male, lives with brother	1	1	0

**Annex 6. Persons Interviewed**

Youth: 3 trained and graduated male					3	3	0
Youth: 1 girl graduated, 3 boys graduated, 5 in training, 4 not trained					13	10	3
<b>Totals</b>					<b>243</b>	<b>90</b>	<b>123</b>

m=male, f=female

## Annex 6. Persons Interviewed

### Annex 6.g. Sample Profile of a Village Interview (Health/Safety Nets)

Visit 1 - Chikwawa - Novu 2 Village	
<ul style="list-style-type: none"> <li>• Visit introduced by Nota Moyo CADECOM SNPO. Judged as 'A' for health activities</li> </ul>	
<ul style="list-style-type: none"> <li>• ADF, John Mwenye, male;</li> <li>• HSA, H.A. Mukone, male</li> <li>• VHC, 5f (1 10-yr, 1 5-yr, 3 &lt;2-yr), 4 male (m) (3 10-yr, 1 &lt;2-yr)</li> <li>• GMVs (1male, 1female) DRFs (1male, 1female) – all early 20's</li> <li>• Parents CU5 (8f) 4 growing well, 4 doing poorly. 2 parents each had 2 children die. Most children did well until weaning age, one just started going down at 2 years. 5 parents were also taking care of 1-2 orphans each, 1 caring for 3 orphans plus her own 7. Number of children 2-8 (4,2,4,4,6,7,4,8).</li> <li>• Community members (28 women (6 of these elderly) plus 15 or more CU5 – growth monitoring day)</li> </ul>	
VHC:	<p>10 years the committee has been together (4 members still retained), seems to have been focused on water. Started when HSA came to chief, held community meeting and selected volunteers. In 1994 wanted 10 people for 2 volunteers (1 passed away) – the village divided into 2 villages so they had to make 2 VHCs to cover both.</p> <ul style="list-style-type: none"> <li>• Selected because community trusts them, they have leadership skills and a lot of people knew this. Accepted because development of village water is important; pride; we aren't citizens of this village, but they trusted us; one was already doing the jobs before so why not continue; water helps us all.</li> </ul> <p>Concern Universal gave tools in 2000: Jobs are to make sanplats, give medicine, help around the house, learned about family planning, good hygiene, personal &amp; house sanitation, nutrition, vitamin A, breastfeeding, sweeping, planting rocks at boreholes and maintaining.</p> <ul style="list-style-type: none"> <li>• Negative: VHC hostilities, community is hostile toward advice, chief needs to help but he isn't. We had a meeting to discuss and will meet with the HSA.</li> </ul>
Diet	<p>Parents learning to eat 'kasintha sintha' (chicken, vegetable, beans, nuts, fruits)</p> <p>Negative: problem to get cooking oil, needs money per GMVs, parents said that the different foods are hard to find</p>
GMV	<p>Said it started in 2003 with CADECOM</p> <ul style="list-style-type: none"> <li>• Current GMVs learned in Chikwawa 2 years ago – breastfeeding, diarrhea, malaria, preventing disease, GM, scale, feeding. They use a checklist for referrals. Enough training. Given all the tools needed, but bag is too small for 3-yr olds, we could make a bigger one out of our own cloth. Scale would be very expensive, can't replace. If it is used properly it can last up to 30 years, villages can also share.</li> <li>• Problem per GMVs is that people don't go to the hospital</li> <li>• Nearest HC only treats children who have attended GM and have all their immunizations so people comply with these activities. If the HC doesn't have the drugs they refer back to DRF.</li> <li>• All FGD said that GMV weighs, refers to HC and CSB, advice through songs on caring for child, bathing, feeding</li> <li>• GMV stated they also go to the HC to work beside the HSA and they are learning more.</li> <li>• Positive: now weighing is close and people used to be shy to go to the health centre; difficult to go to HC when pregnant and having small children; children look better now. Parents said they were just staying at first, but now they are able to change and they are taking the advice given or they are know they are killing their children.</li> <li>• Continue: yes it has already been going 10 years</li> </ul>
SN	Given likuni phala if the child's weight is going down.
ITN	<p>Female DRFV keeps the nets; wants to help the children in the village</p> <ul style="list-style-type: none"> <li>• Parents said that some families are having malaria often right now, they have nets to sleep under, they are happy now they have less traveling.</li> <li>• Community FGD said 17/28 have ITNs for woman, some husbands have their own</li> </ul>
DRF:	<ul style="list-style-type: none"> <li>• Sensitization, meeting picked 3 people who took a test and then 2 of them went to training. Medicine came but no drug price, waited about 2 weeks then started.</li> </ul>

## Annex 6. Persons Interviewed

### Visit 1 - Chikwawa - Novu 2 Village

	<p>DRF/ITN takes money and gives to VHC. Meeting 1<sup>st</sup> week every month. Accepted position because the village had trust in him and he respects their choice.</p> <ul style="list-style-type: none"> <li>• Male DRFV keeps the drugs, responded correctly to disease signs/symptoms and correct treatments for each. Has all the tools needed but needs a second register for medicines and nets. Hard to replace the hardcover register it is expensive, but can use our own paper instead. Don't know about refreshing the drug supply, we learned to add interest to the cost of the drugs but we <b>don't know how to buy the drugs</b>. The boxes they gave us are too small, but we could just use a bag (local suitcase). Community said that every month the DRF makes a report so they know that the money is handled correctly.</li> <li>• Positive: don't have to go 2 km to health centre when minor ailments can be treated in the village; it is convenient because the DRFV is always here day or night; can take full treatments, but money not avail sometimes for a full treatment; meds in grocery may have expired; SP not always available at the HC and you just get pain killers; panadol is cheaper with DRF. Comm. said 5/28 have used, but others say they just haven't been sick, if they get sick they will use DRF. One had malaria and got explanation on how to take the drug; another had a sick child and was to come back to DRF if not better in 3 weeks but child got better. Prior to DRF we went to grocery for painkillers, had to go 15 km to Kakoma for SP, the local HC doesn't always have drugs. Before this we just went to the Trad Healer if our head hurt. Anyone can use DRF, but not people from other villages, they have their own DRF.</li> <li>• Negative: money not avail to buy in village; DRFV said there are other common drugs that people ask for: ARVs, Bala, eyes and chibayo; we would need additional training but the MoH could give us the training. <b>Would have been better to get a training manual instead of all the loose handouts, or at least bind the handouts and protect with a cover.</b> Community said that the DRF is too new to know of negatives, things are going well now.</li> <li>• Continue: VHC were told how to buy more - supplies are coming from CADECOM right now; a percentage (interest) added to the medicines so they have enough money to buy more.</li> </ul>
ADF	<ul style="list-style-type: none"> <li>• 3 years with CADECOM (since July 01), was with MoA in Shire Valley ADD for 27 years, retired as a development officer with an advanced certificate in agriculture.</li> <li>• Had quite a number of trainings (gross margins, appreciative inquire, HBC, gender, etc) would have loved to have more (TfT).</li> <li>• Developed ability to achieve targets on a timely manner and an attitude to work as a team player.</li> <li>• Government: have had good cooperation with other government extension workers. We consult and exchange notes with govt. counterparts. We attend joint meetings on planning and review.</li> <li>• Positive impacts: now there is a lot of cassava, potatoes to supplement on cereals, improved varieties (composite varieties of masika, nchotsa njala, sorghum and millet) with increased food security. Soil conservation technologies, compost manure. Have built capacity in villages structures (committees Ag, health), growth monitoring, DRF helped essential drug supply, health education, sanitation on latrines.</li> <li>• Changes: Free food distribution approach to change to food for work; Develop local seed multiplication capacity within the village; Introduce small loan (village savings &amp; loans banks) programme for community; only continue free food distribution for the sick and malnourished.</li> <li>• Negative effect: food distribution has brought dependence syndrome.</li> <li>• Sustainability: target for compost making 250, achieved 262, likely to continue: soil fertility improvement and conservation, goat promotion, poultry. Likely to stop: seed multiplication because it is not linked to the govt. inspector.</li> </ul>
HSA	<ul style="list-style-type: none"> <li>• 13 years as an HSA. CADECOM programs have led to reduced work load as the GMVs help to weigh children (GM) plot in cards, health education, referrals to OCCs</li> </ul>

### Annex 6. Persons Interviewed

#### Visit 1 - Chikwawa - Novu 2 Village

	<p>and health centre.</p> <ul style="list-style-type: none"> <li>• Have had joint meetings with CADECOM</li> <li>• Positive: food relief during drought and hunger spells; GMVs that are supported by CADECOM have better materials for their work; DRFs brought essential drugs within easy reach of communities; ITNs help to control mosquito bites.</li> <li>• Volunteers require frequent refresher trainings; weight in bags should be bigger for older children; there is need for more collaboration between MoHP &amp; CADECOM.</li> <li>• Continue – some activities like compost making and wood lot.</li> </ul>
CADECOM	<ul style="list-style-type: none"> <li>• Parents don't want them to leave now they have the scale, medicine, nets, activities in the garden, reclaiming ground, peanuts</li> <li>• Parent asked if CADECOM will take these things when they leave, they then answered their own question knowing that the drugs are on revolving and the scale is theirs.</li> <li>• Community said things will continue, DRF, trees, nets</li> <li>• Community said this year is still drought and there is still malnutrition, can't they wait to leave until March 2005?</li> </ul>
Walk	<ul style="list-style-type: none"> <li>• Growth monitoring session: Song on likuni phala feeding, bathing, washing clothes 2 CU5 with woman? Health talk by GMV on exclusive breastfeeding</li> <li>• DRF activities started 24/06/2004 Mostly sold SP and panadol.</li> <li>• ITNs observed 3 houses with ITNs hanging, 32 nets have been sold in 3 months.</li> </ul>

m=male, f=female

## **Annex 7. Schedule of the External Evaluation Team in Malawi**

*Stage One (July 12-17) Preplanning and Documentation:*  
Lilongwe

*Stage Two\* (July 18-July 31):*

July 18-23	Chikwawa
July 23-25	Blantyre
July 26-30	Phalombe
July 30-31	Blantyre

*Stage Three (August 1-August 12):* Lilongwe

\*The three teams had independent schedules. For a summary of persons interviewed see summary tables in Chapter One. List of persons interviewed is in Annex 6.

## **Annex 8. References Consulted in Preparation of the Report**

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### **Regional and HQ Supervision/Trip Reports**

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### **Development Assistance Proposal (DAP), Review and Inception Exercises**

CRS/Malawi. 1998. Development Assistance Program FY 1999-2003. October 1, 1998. (with health starting at the same time).

Makasa, Kabongo, Will Campbell, Vicky Pennachia, Robb Davis, Lisa Kuennen, Gaye Burpee, Jindra Cekan. 1999. CRS /Malawi Dap review. January 5, 1999. Minutes.

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**CRS/CADECOM Joint Training Exercises for DSU and CADECOM Staff**

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### **CADECOM/CRS Partnership Collaboration Documents**

The Development Centre. 2000. SARO Justice Case Study. First Quarter.<sup>1</sup>

1<sup>st</sup> Partnership reflection, March 27<sup>th</sup> 2000 Development Center, Lilongwe (CRS Regional office in Harare facilitated funding).

2<sup>nd</sup> Partnership Reflection, Development Centre, June 4<sup>th</sup> 2000.

3<sup>rd</sup> Partnership Reflection, September 14, 2000, Ryalls Hotel Blantyre

4<sup>th</sup> Partnership Reflection, 30<sup>th</sup> November 2000, Development Center.  
(2 year gap)

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CADECOM/CRS. Minutes of the Extraordinary DAP Board Meeting Held at EER House, Blantyre, January 11, 2002 (to review report on the DSU).

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<sup>1</sup> The Development Center. 2000. SARO Justice Case Study: First Quarter. (First of a series of reports aimed at documenting experiences from two partner institutions). (Note that the budget for the pilot case study included funding for the Development Center to facilitate partnership-building exercises). At this meeting decided to launch “Partnership Reflections.”

### **DAP Advisory Board**

Terms of Reference for the DAP Advisory Board. 3<sup>rd</sup> July 2001.

Minutes of the DAP Advisory Board Meetings (kept with CADECOM National office) (partially reviewed by External Evaluation Team)

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<sup>2</sup> Agricultural Development Facilitators (ADFs) conducted the meetings with the farmers first with full supervision from the agricultural development specialists (ADS) and M&E Officer (M&EO), followed by staff review meetings where ADFs, government field assistants, ADS's, safety net coordinator (SNC), Forestry Development Facilitator (AFD) and the M&EO were in participation. NOTE: Hard copy versions mentioned here. A complete directory of the quarterly and annual reports is available on c.d.

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Annex 9: Final Evaluation Methodology

Annex 9.a. Village Matrices – Phalombe

ANNEX 9A- SAFETY NETS- PHALOMBE (BLANTYRE CADECOM)

Name of the Village	Adoption of Childcare Practices								Community Participation in Providing for the Destitute								Self-Reliance Among Older Orphans					
	Food rations	Growth monitoring	Day Care Centers	Sensitisation meetings	Review meetings	Village exchange visits	GMV training	OCCs training	Programme orientations	Communal gardens	Communal funds	Participation in tours	Food processing and utilisation open days	Orphan Care policy development	Agriculture technology adoption	Microfinance / IGAs	Linking chronically ill adults to safety nets	Local artisans	Vocational skills training	school attendance	Youth leadership trainings	Programme orientation
Bvokiwa	A	A	A	A	A	A	A	A	A	B	A	B	B		A	C	A	A	A	A		
Mpinda	A		A	A	A		A	A	A	A	A	B	B		A	C	A	A	B	B		
Chambeni	A		B	A	A		A	A	A	B	A	B	B		A	C	A	A	B	B		
Godize	A			A	A		A	A	A	B	A	B	B		A	C	A	A	A	A		
Bizweki *	A			A	A		A	A	B	A		B	B		A	C	A	A	A	A		
Natchopa	A		A	B	A		C	B	B	B		C	C		A		A		B	B		
Phelele	A		B	B	A		C	B	A	A	B	C	C		A		A		C	C		
Chimbalanga *	A		A	B	A		C	B	B	A	B	C	C		A		A	C	B	B	C	
***Katolozwe *	A		B	A	B	A	A	A	A	B		A	A		A	B	A	C	A	A		
Godo	A		B	A	B	A	A	B	A	B		A	A		A	B	A	C	B	B		
Namikako	A		B	A	B	A	A	A	A	B		A	A		A	B	A	C	A	A		

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Nthenda	A		B	A	A	B	A	A	A	A	A	A	A	A	B	A	C	B	A	A	
Mulambe	A		A	A	B	A	A	A	B	A	C	B	A	C	A	C	A	C	A	B	
Nahipa	A		A	A	C	B	A	C	B	A	C	B	A	C	A	C	A	C	B		
Henele	A		A	A	C	B	A	C	B	A	C	B	A	C	A	C	C	C	B		
Tamani																					
Selenje *	B	A	A	A	B	A	A	A	A	B	A	C	A	A	A	A	B		B	A	
Mwambeni *	A	A	A	A	C	A	A	B	A	A	C	A	C	A	A	A	A	A	B	A	
Khancha	A	A	B	A	A	C	A	A	C	A	C	C	A	A	A	A	A		B	A	
Kohimera	A	A	A	A	A	C	A	A	B	A	A	C	A	A	A	A	A		A	A	
Dzanijo																					
Nampina	A	A	A	A	C	A	A	B	A	A	C	C	C	A	B				B		
Mkomera	A	A	A	A	C	A	A	B	A	A	C	C	C	A	B				B	C	
Paulo *	A	A	B	A	A	C	A	A	B	A	B	C	C	A	B				B		
Njovu	A	A	A	A	A	A	A	C	B	A	A	A	A	A	B	C	A	C	B		
Mwango *	A	A	B	A	A	A	A	C	A	A					B	C	A	C	B		
Maluwa	B	A	B	A	A	B	A	A	A	B	B	A	C	A	A				B	A	A
Ndungunya 1 *	B	A	B	A	B	A	A	A	B	B	C	A	A	A	A				B		A
Mumbuwa	B	C	B	A	B	B	A	A	A	C	B	C	A	A	A				B	B	A
Chitekesa	B	B	A	A	A	B	A	A	A	B	A	A	B	A	A	C	A	B	B		C
Bona	A	A	A	A	A	A	A	C	C	B	A	A	A	A	B				A		C
Nankhonya	A	B	C	A	A	A	C	C	C	A					B			C	C	C	C
Ligomeka *	A	B	C	A	A	C	A	C	C	A					B				B	C	
***Mala	A	A	C	C	A	A	A	C	C	C					C	C	A	C	B		
Bona 2 *	B	A	A	A	A	B	A	A	B	B	A	B	A	A	A	C	A	B	B		C
Nayuma	B	B	A	A	A	B	A	A	A	B	A	B	A	A	A	C	A	C	A		C
Dzoyo	A	A	B	B	A	A	A	A	C	C	A				B	C	A	A	B		
Chibisa *	A	A	C	A	A	A	A	C	C	B					B				A		C
Mtolira	A	B	C	A	A	A	C	C	B	B					B				B		C
Namatikhe	A	A	C	A	A	A	C	C	C	B		B		A					B		C
Ndongonya	B	A	A	A	A	B	A	A	A	A	A	A	A	A	A				B	A	A
Mulumba	B	C	B	A	A	B	B	A	A	B	C	B	C	A	B				B		A



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<b>Tsekakhomo *</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>C</b>	<b>A</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>B</b>	<b>B</b>	<b>B</b>
Tawanga	A	A	A	A	A	A	A	C	A	A	B	C	B	B	C
Zadwaza	A	A	A	A	A	A	A	C	A	A	B	C	B	B	B

\* **representing villages visited during the CRS/Malawi 2004 DAP RRA Survey**

\*\*\* representing villages visited during the final CRS Malawi 2004 DAP Evaluation.

**Annex 9: Final Evaluation Methodology**

Health – Phalombe (Blantyre CADECOM)

Name of the Village	Recognition and Management of Malnutrition			Management of Sick Children				Accessibility and Usage of ITNs for Malaria Prevention		
	Growth monitoring activities	HSAs training in growth monitoring	GMVs training	Sensitisation on management of sick child	Establishment of DRF centers	Trianing for DRFs	Developing and distributing IEC materials	Training for Volunteers and HSAs on ITNs	Establishing ITNs distribution points	Distributing ITNs
Bvokiwa	A	A	A	B	A	A	C	A	A	B
Mpinda	A	A	A	B		A	C	A	A	B
Chambeni	B	A	A	C	A	A	C	A		C
Godize	A	A	A	B		A	C	A		C
<b>Biziweki *</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>C</b>		<b>A</b>	<b>C</b>	<b>A</b>		<b>B</b>
Natchopa	B	A	A	C				A	A	C
***Phelele	C	A	A	C	A	A	B			C
<b>Chimbalanga *</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>C</b>	<b>A</b>	<b>A</b>	<b>B</b>			<b>C</b>
<b>Katolozwe *</b>	<b>B</b>	<b>A</b>	<b>A</b>	<b>B</b>	<b>A</b>	<b>A</b>	<b>C</b>	<b>A</b>	<b>A</b>	<b>C</b>
Godo	B	A	A	B		A	C	A		C
Namikako	A	A	A	B	A	A	C	A		C
Nthenda	A	A	A	B	A	A	C	A	A	C
Mulambe	B	A	A	B		A	C	A	A	B
Nahipa	B	A	A	B		A	C	A		C
Henele	B	A	A	B	B	A	C	A		B
Tamani										
***Selenje *	<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>C</b>	<b>A</b>	<b>A</b>	<b>A</b>
<b>Mwambeni *</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>C</b>	<b>B</b>	<b>A</b>	<b>C</b>	<b>A</b>		<b>C</b>
Khancha	B	A	A	C				A	C	C
Kohimera	A	A	A	B	A	A	B	A	A	C
Dzanjo	A	A	A	B		A	C	A	A	B
Njovu	A	A	A	B	A	A	C	A		B
<b>Mwango *</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>C</b>	<b>A</b>	<b>A</b>	<b>C</b>	<b>A</b>	<b>A</b>	<b>B</b>
Maluwa	A	A	A	B	A	A	C	A	A	C
<b>Ndungunya 1 *</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>B</b>	<b>A</b>	<b>A</b>	<b>C</b>	<b>A</b>	<b>A</b>	<b>C</b>
Mumbuwa	B	A	A	B		A	C	A		A
Chitekesa	B	A	A	A	A	A	C	A	A	A

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Bona 1	A	A	A	B			C	A	B	C
Nankhonya	B	A	A	C		A	C			
<b>Ligomeka *</b>	<b>B</b>	<b>A</b>	<b>A</b>	<b>C</b>	<b>A</b>	<b>A</b>	<b>C</b>	<b>A</b>		<b>C</b>
Nanyuma	B	A	A	B	A	A	C	A		C
<b>Tsekakhomo *</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>B</b>		<b>A</b>	<b>C</b>	<b>A</b>	<b>B</b>	<b>B</b>
Tawanga	A	A	A	B	A	A	C	A		B
Zadwaza	A	A	A	B		A	C	A		B
<b>Chibisa *</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>B</b>	<b>B</b>	<b>A</b>	<b>C</b>	<b>A</b>	<b>B</b>	<b>C</b>
Ntoliwa	A	A	A	C		A	C			C
Namatikha	A	A	A	C			C	A		C
Napina	A	A	A	B			C			B
Mkomela	A	A	A	A	A	A	C	A	A	B
<b>Paulo *</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>C</b>		<b>C</b>	<b>C</b>			<b>B</b>
Ndungunya II	A	A	A	B	A	A	C	A	A	C
<b>Bona 2 *</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>B</b>		<b>A</b>	<b>C</b>	<b>A</b>		<b>B</b>
Mala	A	A	A	B		A	C	A		C
Mpumulo	A	A	A	C			C			C
Mulomba	B	A	A	C		A	C	A		C

\* representing villages visited during the CRS/Malawi 2004 DAP RRA Survey

\*\*\* representing villages visited during the final CRS Malawi 2004 DAP Evaluation.

## Annex 9. Final Evaluation Methodology

### Annex 9.b. Village Matrices-Chikwawa

Health – Chikwawa CADEDOM

Name of the Village	Recognition and Management of Malnutrition				Management of Sick Children					Accessibility and Usage of ITNs for Malaria Prevention			
	Growth monitoring activities	HSA's training in growth monitoring	GMVs training	Referral of sick children (knowledge)	Sensitisation on management of sick child	Establishment of DRF centers	Trianing for DRFs	Developing and distributing IEC materials	Selling of drugs	Training for Volunteers and HSAs on ITNs	Establishing ITNs distribution points	Distributing ITNs	Selling of ITNs
Mchingula	B	A	A	C	C	A	A		C	A	A	A	C
Makina	B	A	A	C	C	A	A		C	A	A	A	B
Kanyongolo	B	A	A	C	C	A	A		C	A	A	A	C
Nkadana	A	A	A	C	C	A	A		B	A	A	A	B
<b>Julaye *</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>A</b>	<b>A</b>		<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>C</b>
Kalinjala	A	A	A	B	C	A	A		C	A	A	A	C
Chagoma	A	A	A	C	C	A	A		C	A	A	A	C
Chakumanika	B	A	A	C	C	A	A		B	A	A	A	C
<b>Galonga *</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>C</b>	<b>C</b>	<b>A</b>	<b>A</b>		<b>B</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>B</b>
Chandire	A	A	A	B	C	A	A		B	A	A	A	C
Lundu	A	A	A	C	C	A	A		C	A	A	A	C
Nsaliva I	A	A	A	C	C	A	A		C	A	A	A	C
Nsaliva II	A	A	A	C	C	A	A		C	A	A	A	C
Mindari	B	A	A	C	C	A	A		B	A	A	A	C
<b>Manjolo *</b>	<b>B</b>	<b>A</b>	<b>A</b>	<b>C</b>	<b>C</b>	<b>A</b>	<b>A</b>		<b>C</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>C</b>
Kashoni	B	A	A	B	C	A	A		B	A	A	A	A
<b>Dausi *</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>A</b>	<b>A</b>		<b>B</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>C</b>
Maluwati	A	A	A	B	C	A	A		B	A	A	A	C
Chingetimani	A	A	A	B	C	A	A		B	A	A	A	C
<b>Tombondera *</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>A</b>	<b>A</b>		<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>
Jonamu	A	A	A	C	C	A	A		C	A	A	A	C
Misomali	B	A	A	C	C	A	A		C	A	A	A	C
<b>***Chatenga *</b>	<b>C</b>	<b>A</b>	<b>A</b>	<b>C</b>	<b>C</b>	<b>A</b>	<b>A</b>		<b>C</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>C</b>
Mzachi	A	A	A	C	C	A	A		A	A	A	A	C
<b>Patalao *</b>	<b>B</b>	<b>A</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>A</b>	<b>A</b>		<b>B</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>B</b>
Mtombosola	B		A	C	C	A	A		C	A	A	A	C

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Mafunga	A		A	B	C	A	B		B	A	A	A	B
Nkhongono	A	A	A	C	C	A	A		A	A	A	A	C
Chimphepo	B	A	A	B	C	A	A		C	A	A	A	C
Moses *	<b>B</b>	<b>A</b>	<b>A</b>	<b>C</b>	<b>C</b>	<b>A</b>	<b>A</b>		<b>C</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>C</b>
Timbenao I *	<b>A</b>	<b>A</b>	<b>A</b>	<b>C</b>	<b>C</b>	<b>A</b>	<b>A</b>		<b>C</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>C</b>
Timbenao II	A	A	A	B	C	A	A		B	A	A	A	B
Chamera	B	A	A	C	C	A	A		C	A	A	A	C
Chaziya	B	A	A	C	C	A	A		A	A	A	A	C
Kachilika	C	A	A	C	C	A	A		B	A	A	A	C
Muonda *	<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>C</b>	<b>A</b>	<b>A</b>		<b>B</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>B</b>
Chigwata *	<b>A</b>	<b>A</b>	<b>A</b>	<b>C</b>	<b>C</b>	<b>A</b>	<b>A</b>		<b>B</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>B</b>
Novu I	B	A	A	C	C	A	A		B	A	A	A	A
***Novu II *	<b>A</b>	<b>A</b>	<b>A</b>	<b>C</b>	<b>C</b>	<b>A</b>	<b>A</b>		<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>
Changadeya	A	A	A	B	C	A	A		C	B	A	A	C

\* representing villages visited during the CRS/Malawi 2004 DAP RRA Survey

\*\*\* representing villages visited during the CRS Malawi 2004 Final DAP Evaluation

#### Safety Nets-Chikwawa CADECOM

Name of the Village	Adoption of Childcare Practices							Community Participation in Providing for the Destitute							Self-reliance Among Older Orphans									
	Food rations	Growth monitoring	Day Care Centers	Sensitisation meetings	Review meetings	Village exchange visits	GMV training	OCCs training	Programme orientations	Communal gardens	Communal funds	Participation in tours	Food processing and utilisation open days	Orphan Care policy development	Agriculture technology adoption	Microfinance / IGAs	Linking chronically ill adults to safety nets	Local artisans	Vocational skills training	school attendance	Youth leadership trainings	Programme orientation	OCC Organization	GMV Organization
Mchingula	A	B	B	B	B	A	A	A	A	A			C	B	B	C	B	C	C	B	C		A	A
Makina	A	B	B	B	B	A	A	A	A	A			C	B	A	B	B	C	B	B	C		A	A
Kanyongolo	A	B	C	B	B	A	A	A	A	A			C	B	B	C	B	B	B	B	C		A	A
Nkadana	A	B	A	B	B	A	A	A	A	A			C	B	B	C	B	B	B	B	A		A	A
Julaye *	<b>A</b>	<b>B</b>	<b>C</b>	<b>B</b>	<b>B</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>			<b>C</b>	<b>B</b>	<b>B</b>	<b>C</b>	<b>B</b>	<b>B</b>	<b>B</b>	<b>B</b>	<b>B</b>		<b>B</b>	<b>B</b>
Kalinjala	A	B	B	B	B	A	A	A	A	A			A	B	B	C	A	C	C	B	C		A	A
Chagoma	A	B	B	B	B	A	A	A	A	B	B		B	B	B	C	A	B	B	B	B		A	A
Chakumanika	A	B	B	B	B	A	A	A	A	B	B		B	B	B	B	A	B	B	B	B		A	A
Galonga *	<b>A</b>	<b>B</b>	<b>C</b>	<b>B</b>	<b>B</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>B</b>	<b>B</b>		<b>A</b>	<b>B</b>	<b>B</b>	<b>B</b>	<b>A</b>	<b>C</b>	<b>C</b>	<b>B</b>	<b>C</b>		<b>A</b>	<b>A</b>
Chandire	A	A	C	B	B	A	A	A	A	B			A	B	B	C	A	C	C	A	C		A	A

### Annex 9. Final Evaluation Methodology

Lundu	A	A	A	B	B	A	A	A	A	B	B		A	B	A	B	A	C	C	B	A		A	A	
***Nsaliva I	A	A	C	B	B	A	A	A	A	C			C	B	B	C	A	C	C	B	C		A	A	
Nsaliva II	A	A	C	B	B	A	A	A	A	C			C	B	B	C	A	B	C	B	C		A	A	
Mindari	A	A	C	B	B	A	A	A	A	C			C	B	B	C	A	C	C	B	B		A	A	
<b>Manjolo *</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>B</b>	<b>B</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>B</b>	<b>B</b>		<b>C</b>	<b>B</b>	<b>B</b>	<b>B</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>B</b>	<b>C</b>		<b>A</b>	<b>A</b>	
Kashoni	A	B	B	B	B	A	A	A	A	A			C	B	B	C	A	C	C	B	C		A	A	
<b>Dausi *</b>	<b>A</b>	<b>B</b>	<b>B</b>	<b>A</b>	<b>B</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>B</b>	<b>B</b>		<b>C</b>	<b>B</b>	<b>B</b>	<b>B</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>B</b>	<b>C</b>		<b>A</b>	<b>A</b>	
***Maluwati	A	A	A	B	B	A	A	A	A	A	A		C	B	A	B	A	A	A	B	C		A	A	
Chingetimani	A	A	B	B	B	A	A	A	A	A	B		C	B	A	B	A	B	A	B	C		A	A	
<b>Tombondera *</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>B</b>	<b>B</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>B</b>	<b>B</b>		<b>C</b>	<b>B</b>	<b>B</b>	<b>A</b>	<b>A</b>	<b>C</b>	<b>C</b>	<b>B</b>	<b>B</b>		<b>A</b>	<b>A</b>	
Jonamu	A	A	A	B	B	A	A	A	A	B	B		C	B	B	C	A	B	B	B	B		A	A	
Misomali	A	A		B	B	A	A	A	A	B	A		C	B	A	B	A	C	C	B	B		A	A	
<b>Chatenga *</b>	<b>A</b>	<b>A</b>	<b>C</b>	<b>B</b>	<b>B</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>B</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>B</b>	<b>B</b>	<b>B</b>	<b>B</b>	<b>C</b>	<b>C</b>	<b>B</b>	<b>C</b>		<b>A</b>	<b>A</b>	
Mzachi	A	A	C	B	B	A	A	A	A	B	B		B	C	B	B	A	B	C	C	B	B		A	A
<b>Patalao *</b>	<b>A</b>	<b>A</b>	<b>C</b>	<b>B</b>	<b>B</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>B</b>			<b>B</b>	<b>C</b>	<b>B</b>	<b>B</b>	<b>C</b>	<b>B</b>	<b>C</b>	<b>C</b>	<b>B</b>	<b>C</b>		<b>A</b>	<b>A</b>
Mtombosola	A	A	C	B	B	A	A	A	A	B			B	C	B	B	C	A	C	C	B	C		A	A
Mafunga	A	A	C	B	B	A	A	A	A	B			C	C	B	B	C	A	C	C	B	C		A	A
Nkhongono	A	A	B	B	B	A	A	A	A	B			B	C	B	B	B	A	C	C	B	C		A	A
Chimphepo	A	A	C	B	B	A	A	A	A	B			B	C	B	B	C	A	C	C	B	C		A	A
<b>Moses *</b>	<b>A</b>	<b>A</b>	<b>C</b>	<b>B</b>	<b>B</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>B</b>			<b>B</b>	<b>C</b>	<b>B</b>	<b>B</b>	<b>C</b>	<b>A</b>	<b>C</b>	<b>C</b>	<b>B</b>	<b>C</b>		<b>A</b>	<b>A</b>
<b>Timbenao I *</b>	<b>A</b>	<b>A</b>	<b>C</b>	<b>B</b>	<b>B</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>B</b>	<b>B</b>	<b>B</b>	<b>A</b>	<b>B</b>	<b>B</b>	<b>B</b>	<b>B</b>		<b>A</b>	<b>A</b>	
Timbenao II	A	A	B	B	B	A	A	A	A	A	A		B	C	B	A	A	A	B	B	B	B		A	A
Chamera	A	A	C	B	B	A	A	A	A	A			A	C	B	A	C	B	C	C	B	C		A	A
Chaziya	A	A	C	B	B	A	A	A	A	B			A	C	B	B	C	B	C	C	B	C		A	A
Kachilika	A	A	C	B	B	A	A	A	A	B			A	C	B	B	C	B	C	C	B	C		A	A
<b>Muonda *</b>	<b>A</b>	<b>A</b>	<b>C</b>	<b>B</b>	<b>B</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>B</b>			<b>A</b>	<b>C</b>	<b>B</b>	<b>B</b>	<b>C</b>	<b>B</b>	<b>C</b>	<b>C</b>	<b>B</b>	<b>C</b>		<b>A</b>	<b>A</b>
<b>Chigwata I *</b>	<b>A</b>	<b>A</b>	<b>C</b>	<b>B</b>	<b>B</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>			<b>A</b>	<b>C</b>	<b>B</b>	<b>B</b>	<b>C</b>	<b>A</b>	<b>C</b>	<b>C</b>	<b>B</b>	<b>B</b>		<b>A</b>	<b>A</b>
Novu I	A	A	C	B	B	A	A	A	A	B			A	C	B	B	B	B	C	B	B	C		A	A
<b>Novu II *</b>	<b>A</b>	<b>A</b>	<b>C</b>	<b>B</b>	<b>B</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>B</b>			<b>A</b>	<b>C</b>	<b>B</b>	<b>B</b>	<b>B</b>	<b>B</b>	<b>C</b>	<b>B</b>	<b>B</b>	<b>C</b>		<b>A</b>	<b>A</b>
Changadeya	A	A	C	B	B	A	A	A	A	B			A	C	B	B	C	B	C	C	B	B			
Chigwata II	A	A	C	B	B	A	A	A	A	A			A	C	B	A	C	B	C	C	B	B		A	A

\* representing villages visited during the CRS/Malawi 2004 DAP RRA Survey

\*\*\* representing villages visited during the CRS Malawi 2004 Final DAP Evaluation

**Annex 9.c**  
**SCOPE OF WORK**  
**Final Evaluation, DAP 2000 – 2004**  
**CRS/Malawi**

**I. BACKGROUND**

CRS/Malawi current USAID/FFP supported 2000-2004 Development Activities Proposal (DAP) will end on September 30, 2004. In line with USAID requirements, CRS will conduct a final evaluation during July 2004. A midterm evaluation for all three components of the DAP was conducted in FY 2002.

The summative evaluation will measure the degree of accomplishment of strategic objectives, intermediate results, positive and negative impacts, appropriateness of project design, identify lessons learned, indicate the level of sustainability, and provide recommendations for USAID, CRS, its partners, participating communities and the I-LIFE Consortium. A participative methodology is envisioned where all stakeholders take part in the design, information gathering, analysis and interpretation of the results in addition to proposing post-project strategies.

The Development Activities Program (DAP) is an integrated food security program with the goal of enhancing food security for vulnerable populations in two districts in the Southern Region of Malawi – Phalombe and Chikwawa. The major programming sectors implemented this fiscal year include; Agriculture/Natural Resources Management (Ag/NRM), Safety Net and Health and Nutrition. The Health and Nutrition component was initiated midway through FY03. The program is implemented in partnership with the Catholic Development Commission in Malawi (CADECOM) in two dioceses.

**SUB-GOAL 1: AGRICULTURE/NATURAL RESOURCES MANAGEMENT**

The goal of the Agriculture/Natural Resources Management is to attain *Sustainable Increase in Food Availability*. Strategic Objectives and Intermediate results set for this goal:

- SO1: Increased Agricultural Production by Smallholder Farmers
  - IR1.1: Improved soil productivity
  - IR1.2: Increased crop diversification
  - IR1.3: Increased use of improved crop varieties
  - IR1.4: Improved use of naturally occurring wetlands
  
- SO2: Improved Natural Resource Management
  - IR2.1: Increased use of soil conservation measures
  - IR2.2: Increased forestation

Ag/NRM activities were initiated at the onset of the DAP in FY2000. There are currently 10,723 households implementing various interventions under the Ag/NRM. Ag/NRM activities are implemented by communities with support from Agriculture Development Facilitators (ADF) backed by government extension workers. There is in total 26 ADFs each one of them responsible for 3 – 4 villages.

The DAP promotes the growing and use of high yielding crops such as OPV maize, sweet potatoes, cassava, pigeon peas, soya, ground nuts, cow peas, millet and sorghum. The program provides the above seeds thus increasing farmers' access to these particular types of improved seed varieties. ADFs organize field days for farmers in order to transfer information on the improved crops being promoted in

the project areas. They also make regular follow-up to ensure technologies being taught to farmers are practiced as recommended. The availability of the market for crops such as groundnuts, sweet potato vines and cassava cuttings encourages more farmers to grow the crops and use the generated income to buy food.

The DAP also promotes the production of crops through small-scale irrigation technologies such as the use of treadle pumps. To date 246 treadle pumps have been issued to farmers on credit.

Through FFW, communities are encouraged to promote forestation. Trees have been planted on hillsides, riverbanks, village woodlots and homesteads. The FFW program is implemented during the rainy season (November – March), which is also the lean season, and more than 3,000 beneficiaries participate hence increasing their food access at a critical time. Communities have organized themselves into Village Natural Resources Management Committees (VNRMCs), which mobilize communities to plant trees and coordinate FFW.

## **SUB-GOAL 2: HEALTH AND NUTRITION**

The goal of the Health and Nutrition is to attain *Improved Food Utilization*.

- SO1: Improved nutritional health status of young children<sup>1</sup>.
- IR1.1: Improved recognition and management of malnutrition in children under five years of age.
  - IR1.2: Improved recognition and management of sick children focusing on danger signs, diarrheal and malaria.
  - IR1.3: Improved accessibility and usage of ITNs for malaria prevention in children under five years old.

The Health and Nutrition component was initiated 6 months later than originally approved in the DAP. The delay in initiating this component was due to the prolonged food emergency that hit Malawi as well as other Southern African countries in FY2002-2003. The health and nutrition component was designed as a Food Assisted Child Survival Program (FACS) model – a community-based health education and child nutrition program.

Midway through FY03, several activities were accomplished with technical support received from CRS' Headquarters and the Regional Offices. These accomplishments included:

- Hiring staff for the Health and Nutrition component of the DAP, at both CRS and CADECOM level.
- A Knowledge and Practices Coverage (KPC) survey of caretakers with children under five years of age was conducted.
- Training health/nutrition staff in Community-Based Integrated Management of Childhood Illnesses (C-IMCI).
- Developing tools for monitoring and evaluation as well as for reporting.
- Developing IEC materials based the KPC study and critical issues for child survival, which included management of the sick child, diarrhea, malaria, breastfeeding practices, and hygiene behaviors.

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<sup>1</sup> While the proposal had proposed many areas for the health component, the program decided to focus on three IRs shown as priorities in the Knowledge Practice Coverage (KPC) baseline.



- Training of Growth Monitoring Volunteers (GMVs) with a refresher course for growth monitoring as well as in how to conduct home visits.

### SUB-GOAL 3: SAFETY NET

The goal of the Safety Net is to attain *Improved Access to Food*.

- SO1: Improved Safety Net for Destitute Children and other Vulnerable Groups.
- IR3.1: Increased adoption of childcare practices by orphan guardians/families
- IR3.2: Increased community participation in providing for destitute children and vulnerable groups
- IR3.3: Increased self reliance of older orphans

This component of the DAP started in FY2000 to provide a safety net for vulnerable groups including orphans, chronically ill persons and orphan guardian families to ensure access to food by the poorest of the poor. The community with the facilitation from safety net staff on the ground developed criteria for selection of beneficiaries to the safety net component.

Under the safety net interventions communities organized themselves to establish Community Based Child Care Centers (CBCC) and community based Growth Monitoring centers managed by locally trained GMVs. Currently 20,319 people are benefiting from the safety net program including:

<b>CATEGORY OF BENEFICIARIES</b>	<b>NUMBER</b>
Children under 5-years old provided with CSB rations through guardians/families	4,382
Guardian families provided with corn through community based organizations (CBOs)	6,500
Orphan & vulnerable children (OVC) 6-18 years old receiving rations	9,095
Chronically ill adults receiving food rations through CBOs	342
<b>TOTAL</b>	<b>20,319</b>

In order to promote activities that increase food availability within the households that care for orphans, the DAP ensures that these households receive priority for entry into the agriculture/Natural Resources Management activities. Of particular interest is the household's ability to benefit from technologies for the improvement of soils and the provision of seeds of improved crop varieties.

Under the Safety Net goal, the DAP established community based artisan apprenticeship programs as a means for empowering older orphans through skills development. The skills include carpentry and joinery, tinsmith and pottery.

## II. EVALUATION OBJECTIVES

The purpose of this summative evaluation is to determine the impact of the project's activities, strategies and methodologies in order for communities, CRS and its partners, and USAID to utilize this information to improve future programs. The evaluation will be used to refine the I-LIFE Consortium DAP2005-2009 approaches, improve activities in the remaining period of the current project, provide information to USAID for managing the current project and considering the next DAP, and give communities information to plan their next steps.

The main objectives of the evaluation are:

1. Measure the achievement of project goals and strategic objectives (impact)
2. Draw out the major lessons learned
3. Examine how well needs of different groups (divided by gender, age, and socio-economic status) were met by the project
4. Determine the effectiveness of project organization and processes
5. Indicate the potential levels of project sustainability

## III. METHODOLOGY

The evaluation incorporates a participative process where project participants at all levels - community, partner, CRS, and USAID - are involved in the evaluation design, information gathering, analysis, conclusions and recommendations.

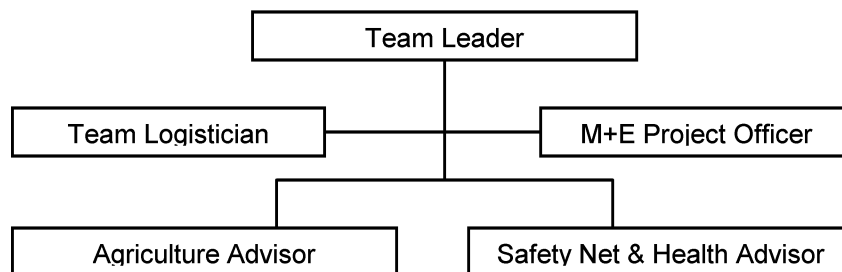
The first phase will consist of planning - clarifying the evaluation goal and objectives, assembling and refining the evaluation tools, planning logistical arrangements, and orienting the planning workshop facilitators. Since most quantitative information on SOs and IRs has been collected through surveys and routine monitoring, it is anticipated that most of the tools developed will be qualitative in nature such as interviews, focus groups, or other PRA-type participatory tools. An evaluation-planning workshop will be conducted with the larger team in order to define evaluation questions, identify and develop data collection sources and instruments, and finalize the sites.

The second phase will consist of fieldwork where interviews are conducted in the field, and information is collected and analyzed. In this phase, communities are informed about the goals of the evaluation and have the opportunity to add any of their own objectives regarding the process. Team members will act principally as facilitators in a process of mutual learning.

The third phase will consist of the analysis and interpretation of the results and conclusions drawn. The team formulates preliminary lessons learned, summarizes evaluation findings, presents results to stakeholders for their validation and interpretation, and writes the report.

#### IV. COMPOSITION OF THE DAP FINAL EVALUATION TEAM

##### THE EVALUATION TEAM



Team Leader:	Della McMillan, PhD -- External Consultant
M+E Project Officer:	Stephen Nkoka, CRS-Malawi M&E Senior Project Officer (non DAP)
Co-Leader and Agriculture Advisor:	Frank Brockman, Ag/NRM Advisor (External)
Health/Safety Net Advisor	TDY Health PM from another CRS Country Program
Team Logistics:	Fidelis Mgowo, Safety Net Program Officer
Enumerators (optional):	Number of enumerators to be determined

##### ROLES AND RESPONSIBILITIES

###### Team Leader:

The Team Leader is responsible for the quality of the final evaluation. She will author the Final Evaluation Report, she will lead the Final Evaluation Team through the design of the evaluation guide and its implementation, and she will lead the consultation process with stakeholders to ensure that the overall design meets the various needs of those involved. The rest of her team will be composed of an Agriculture Technical Advisor, a Health and Safety Net Technical Advisor, an M+E Project Officer and a Logistician.

The development of the evaluation tools and strategies will be of primary importance. Each of the Technical Advisors will, under her leadership, develop tools and strategies for gathering the information relative to their technical area requested in the “Key Questions” section below. The Team Leader will coordinate the development of the evaluation tools and their implementation to ensure a coherence of approach, format and methodological rigor. Then, the team leader will work to complete the ensemble of tools and strategies to ensure that those issues that don’t fall specifically within one technical area or another are also addressed. Primarily, this will require attention to the area of overall project organization and processes.

The M+E Project Officer and the logistician will both be under the supervision of the Team Leader throughout the evaluation, according to their role descriptions below, to support the achievement of a the evaluation objectives.

###### M+E Project Officer:

A CRS Malawi M+E Project Officer will be at the disposition of the Team Leader throughout the evaluation to facilitate the gathering of existing information, to assist in the drafting or tools and other tasks. The M+E Project Officer will also be responsible for the selection, training and managing of any enumerators required by the DAP evaluation team.

This project officer was not the project officer responsible for the DAP M+E, and therefore maintains a degree of distance from the outcome of the evaluation. Furthermore it is expected that participating in a DAP Final Evaluation under an experienced Team Leader will be a valuable capacity building experience.

**Team Logistician:**

Finally, a project officer of the DAP has been assigned responsibility for the team logistics to ensure that the material requirements for execution of the team's work plan are obtained, and that the field work is well coordinated with the partners.

**Technical Advisors in Agriculture and Safety Net/Health:**

The Technical Advisors will be responsible for developing tools and strategies for obtaining answers to all of the "Key Questions" below, as they relate to their respective technical areas. These must be done in close collaboration with each other to avoid duplication of effort as well as to minimize the gaps between their interpretations of the questions. Furthermore, their work must be well coordinated by the team leader to ensure coherence of approach, format and methodological rigor.

**Team Qualifications**

Three external consultants will be engaged bringing a mix of the following expertise:

- Health - 10 years experience in managing, designing or evaluating health projects.
- Agriculture - 10 years experience in managing designing or evaluating agricultural projects.
- Social Sciences - 10 years experience in community development and monitoring and evaluation

In addition, the team will need the following experience among its members:

- Monitoring and Evaluation design, analysis, and interpretation
- Managing or evaluating Title II projects
- Participatory approaches and participatory evaluation methodologies
- Community development and community organization
- Food distribution and logistics
- General Relief
- Safety Net- HIV/AIDS programming
- Monetization

The external consultants will be responsible for all deliverables, with the evaluation coordinator (Team Leader) responsible for submitting the final report.

## V. KEY QUESTIONS

Key questions will be finalized in a participative manner by the core team at the beginning of the evaluation. The following is a list of potential key questions related to the evaluation objectives:

### **Objective 1:** Measure the achievement of project goals and objectives (impact)

- To what degree have the project Strategic Objectives and Intermediate Results been met? Why or why not?
- Were indicators realistic and relevant?
- What has been the value added of integration at the community level?
- Where the objectives realistic and relevant to priority needs of the target population?
- What have been the unintended positive and negative effects of project?

### **Objective 2:** Draw out the major lessons learned

- What limitations and hindrances have been encountered?
- Have basic assumptions and potential for solutions changed since project formulation?
- Have strategies been appropriately designed and effectively carried out?
- How have initial strategies been adapted given changing situations?

### **Objective 3:** Determine how well needs of different groups (divided by gender, age, socio-economic status) have been met by the project

- Has the project responded to the felt needs of the participants?
- Did the project reach the intended target groups?
- Did the target groups effectively take part in the project? How?
- Which group(s) most benefited from the project? How?
- What have been the factors that have hindered participation?
- Has CRS' institution building efforts with its partners been effective?
- Were any local advocacy issues identified or acted upon over the course of the program.

### **Objective 4:** Determine the effectiveness of project organization and processes

- How did monetization perform in terms of cost-recovery, fair market price and in terms of the timeliness of sales versus cash flow needs? Was the Belmon analysis successful in creating a consensus in Malawi? Did the process of monetization influence programming at all? Did the monetization influence the commercial sector or government policy?
- Have the activities and methodology been effective in attaining project Strategic Objectives both in quantitative and qualitative terms?
- Is the resource input reasonable in relation to results (cost-benefit)?
- Has the project management and organizational structure been effective in carrying out the project?
- Are the interventions and activities appropriate in terms of cost and given the local conditions (socio-economic and environmental)?
- Have the community organization efforts been appropriate, effective and are they sustainable?
- Has CRS adequately networked with other institutions and organizations in order to ensure meeting project objectives?
- Has the project's M&E system collected appropriate, timely and accurate information? Has that information been used for project decision-making?
- Was food commodity management and logistics been adequate? What was the level of food losses?

**Objective 5:** Project the level of project sustainability

- What processes/activities will most likely continue after project closure?
- What processes/activities will most likely cease after project closure?
- What are the constraints to increased viability and local control and continuation of (activities, approaches) post-project?

**VI. CONTACT PERSONS**

**Country Representative:** Schuyler Thorup  
**Head of Programming:** Hanna Dagnachew

**The point person within CRS responsible for managing the evaluation:**  
 DAP Program Manager: Martin D. Mtika, MPH

**The DAP Coordinator is Supported by the DAP Technical Team:**

National CADECOM Health & Nutrition Advisor: Melia Zulu  
 National CADECOM Agriculture Advisor: Carsterns Mulume  
 CRS Agriculture Senior Project Officer: Norias Kayira  
 CRS Safety Net Project Officer: Fidelis Mgowa  
 CRS M&E Senior Project Officer: Stephen Nkoka  
 CRS M&E Project Officer: Maureen Mwakanema

**The work of the evaluation will be further supported by:**

Partner Technical coordinators on site including Agriculture Development Facilitators (ADF)  
 Community representative(s) in each Agriculture Extension Planning Area (EPA) -- on-site participation through.

**VII. OUTPUTS**

- Evaluation guide
- Evaluation schedule
- Interim oral report on evaluation progress at mid point
- Participatory analysis of results
- Presentation of draft report to DAP Manager and Head of Programming
- Final report, in English, within one week of receipt of CRS comments and questions on the draft report.

### VIII. DAP FINAL EVALUATION REPORT FORMAT

- Executive Summary
- Summary of program objectives and objective of evaluation
- Methodology utilized
- Results and Discussion by strategic objective and I.R.
- Discussion of findings regarding overarching issues
- Conclusions and Recommendations

### IX. KEY SOURCES OF INFORMATION

- DAP proposal
- DAP Midterm Evaluation
- CSR4s
- Baseline studies
- KPC studies
- Results from M&E systems
- Individuals and organizations in the DAP area, partners and communities.
- Final survey

### X. PROPOSED TIMING

DATE	ACTIVITY	RESPONSIBLE
June 10	Copies of Pre-evaluation materials forwarded to consultant (soft/hard copies)	Martin
June 17 – July 9	Additional information and documentation provided to Evaluation Team Leader as requested (including Final Survey). Preliminary discussions between DAP Team Leader and DAP Manager regarding the Evaluation Guide.	Della and Martin
July 11	Evaluation Team arrives in Lilongwe	Evaluation Team
July 12-13	Meetings between Evaluation Team and all Contact Persons to finalize objectives and way forward.	Evaluation Team DAP Manager, CR, HoP DAP Technical Team Ken Polsky
July 14-17	Drafting and refinement of Evaluation Guide, and schedule, with input from all stakeholders	Evaluation Team DAP Manager DAP Technical Team Other project stakeholders
July 19-30	Field Evaluation	Evaluation Team
August 2-3	Participatory analysis of results	All stakeholders
August 4-5	Writing days	Evaluation Team

August 6	Presentation of draft findings and recommendations	Evaluation Team, HoP DAP Manager
August 7	Departure of Evaluation Team	Evaluation Team
August 13	Critical Feedback on Draft Provided by CP to EC Team Leader	DAP Technical Team, HoP Regional Technical Advisors
August 20	EC Team Leader Submits Final Copy to CP (soft and hard copy)	Evaluation Team Leader
August 27	Submission of Final Report to FFP/W and Local Mission	Country Program, HQ