Chapter Two
Title II Programming Capacity Index (T2-PCI)

1.0. Objectives and Audience

Once the core organizational development tools described in chapter four, Volume I and chapter one, Volume II have been used to identify areas that need improvement in the general organizational infrastructure of CRS's national NGO partners, the Title II Programming Capacity Index (T2-PCI) and Resource Guide can be used to:

- Identify areas that need improvement within CRS local NGO partners (or within the CRS country program) in order to run specific USAID Title II projects; and
- Actualize improvement in these identified areas.

The primary audiences T2-PCI are:

- The local NGO partners through which CRS executes most of its Title II projects;[1]
- The CRS country programs that manage the Title II projects; and
- The regional CRS program quality staff (deputy regional directors and regional technical advisors) who provide technical assistance and training to CRS country programs and partners.

2.0. Background

.The T2-PCI focuses on the more specific skills and capacities that NGO partners need to design and execute a Title II food security program. The T2-PCI and Resource Guide is designed to facilitate an informed participatory process in which local NGO partners—with assistance from their CRS partners—assess their:

(a) Basic knowledge of USAID guidance, rules, and regulations for Title II projects and CRS's own internal guidance to Title II and other programs; and

(b) Demonstrated ability to use this capacity for program design, execution, monitoring, and evaluation.

The Resource Guide in chapter four (section 2.0) identifies some of the key resources that CRS local NGO partners, CRS programs, and the regional CRS staff need to improve their capacity to execute and backstop effective Title II partnerships.

Other uses of the T2-PCI include using it to orient new partners during the design phase of a new Title II project. This type of brief orientation can

F. Brockman (who backstopped regional agriculture in E. Africa for many years) prepares summary points at CRS local partner office in Chikwawa, Malawi (D. McMillan, 2004)

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[1] CRS is directly intervening with communities in Rwanda. In that country, the NGO partner index and the CRS program index would therefore be the same.

strengthen their understanding of the proposal development process and why the proposal must be written in a certain format.

The T2-PCI can also help with orienting new local NGO partners, CRS country program, and regional staff that work with CRS's Title II programs. Most of these people already have solid academic backgrounds and years of experience. They need help, however, in learning the basic guidelines and expectations for the Title II project.

While the T2-PCI doesn't train, it helps identify issues that they need to be familiar with and the Resource Guide tells them where to go too look for help. The T2-PCI Resource Guide (chapter four, Volume I) is inserted as a separate section of that chapter (section 2.0) so that it can be updated regularly without reprinting the entire volume.

3.0. Structure: The Title II Programming Capacity Index (T2-PCI)

3.1. Categories, Variables, and Indicators/Rankings

The T2-PCI uses a "template" of pre-determined indicators and indicator rankings that is similar to the two core organizational tools described in chapter three, Volume I and chapter one, Volume II to assess local NGO partner, CRS country program, and regional staff's capacity in five areas (Table 2.1).
- Category 1: Project context and documentation systems
- Category 2: Proposal development
- Category 3: Commodity management
- Category 4: Title II monitoring and evaluation and reporting.
- Category 5: Environmental assessments and specific capacities being developed under CRS's Title II funded Institutional Capacity Building (ICB) grant (FY04-08).

Each capacity category is subdivided into 1-4 variables, which refer to specific sub-types of capacity. Each variable is measured by 1-8 indicators. Each indicator is ranked 1-4. A ranking of "1" is very weak capacity and the highest ranking of "4" suggests that the local NGO partner, CRS country program, or regional office is working to a higher standard and, in the case of a local NGO partner, toward being able to maintain this capacity once project funding ends.

3.2. Completing the Index

Senior staff (administrators and technical supervisors) should be provided with a copy of the code sheet to read ahead of time. The actual rankings, however, should be based on consensus of the entire group. More important than the actual ranking is the learning process that occurs from reading and discussing the various codes.

It is critical to have a "guided discussion" regarding the ranking of the indicators. Therefore, it is important that some one with extensive experience in Title II projects

Table 2.1 T2-PCI Capacity Categories, Variables, Indicators, and Scoring System

Capacity Category	Variables	Number of Indicators	Maximum Raw Score	Maximum Adjusted Score
1. Context and Documentation System	Situate project within a global context	9	36	20
	Documentation and documentation retrieval systems			
2. Proposal Development	Title II proposal skills	7	28	20
	General proposal development			
3. Commodity Management	Basic guidance	18	72	20
	Commodity systems			
	Human resources			
	Ethical and gender sensitivity			
	Inter-partner communication and capacity building			
4. Monitoring, Evaluation and Reporting	Human resources	11	44	20
	Indicators and IPTT			
	Surveys			
	Evaluation			
	Reporting			
5. Environmental Assessments and Specific Capacities Being Developed Under the ICB	IHD (Integral Human Development) Framework Emergency development HIV/AIDS Water security Structural/analysis peace Circulation of expertise Sharepoint (electronic project documentation system)	11 total: 6 for country programs 6 for regional CRS offices	24 pts for CP and local partners 24 pts for regional CRS offices	20 pts for CP and local partners 20 points for regional CRS offices
Maximum Total Score				**100**

from the CRS country program office and/or regional CRS office attend the annual
assessment sessions as a resource person.

The precise timing of the T2-PCI depends on the planning cycle of a particular Title II
project and the CRS country program. One option would be to conduct the annual update
as part of the meetings that most projects organize at the end of the fiscal year in
preparation for the annual report to Title II (the CSR2). This type of annual reporting and
planning takes place in most projects during the months of September or October.

3.3.   Scores: Data Entry and Analysis

Once the group has filled in their responses on a printed copy of the six page T2-PCI
form, these responses can be entered into the electronic version of the form in the far
right column. This excel-based form is structured so that the "raw scores" for the five

capacity categories are added up automatically at the bottom of the file. These "raw" scores are then <u>adjusted</u> so that the maximum score for each of the five T2-PCI capacity categories is only 20 points. This system is similar to the system that was used to "weight" the five capacity categories in the two core organizational development tools described in chapter three, Volume I and chapter one, Volume II. The excel data entry file calculates these adjusted scores automatically: (a) by category (i.e. for context and documentation systems, proposal development; commodity management; monitoring, evaluation and reporting; or ICB specific capacities), and (b) for the total T2-PCI score. The total score is the sum of the adjusted scores for each of the five categories. A similar method could be used to calculate the score for the CRS country programs that host Title II projects within the region.

4.0. Reporting

4.1. Partnership Meetings and Capacity Building Strategies

The five Title II capacity category scores (for context ad documentation; proposal development; commodity management; monitoring, evaluation, and reporting; and environmental assessment and specific capacities being developed under the ICB) should be discussed during annual partnership meetings that most CRS programs organize. The same score should be reported to the CRS STA for capacity building through the deputy regional directors for program quality.

4.2. Indicator Performance Tracking Tables (IPTT)

CRS is pilot testing the concept of including the IDF (see chapter three, Volume I) as an impact indicator in the IPTT/PITT of each of its new Title II projects. This core organizational capacity is a vital project "input" for any Title II project that it executes. While the T2-PCI is not appropriate for a Title II project IPTT, certain categories of it might be useful indicators for the Title II-funded Institutional Capacity Building grant. In contrast to Title II food security project, the ICB is designed to build CRS's capacity to execute food security programming worldwide.

5.0. Anticipated Impacts

Three major outcomes are expected with the routine use of the T2-PCI to monitor "weight gain" (i.e., organizational development) with regard to the design, implementation, and monitoring and evaluation of Title II food security programs.

Local NGO partner staff trained by CRS to manage commodities associated with Title II food security project in Niger (McMillan. 2002)

- First, use of the T2-PCI should strengthen CRS's long-term partnerships with the local NGO partners through which it executes its Title II projects by providing a more accurate tool for informed

communication with local NGO partners about their needs in terms of basic
guidance, training, and TA to manage Title II food security initiatives.

- Second, it should increase the impact of the Title II programs on local food
  security and risk management by reducing the amount of time that staff have to
  devote to routine administration, which in turn increases the amount of time that
  they can devote to community-level activities and advocacy.
- Third, the tool is expected to strengthen CRS's ability to link its Title II supported
  activities to the types of long-term organizational development that local NGOs
  need to sustain these initiatives over time.

6.0. T2-PCI Resource Guide

As part of this capacity building review, the CRS PQSD is attempting to identify a core
set of capacity building documents that will be centralized with the senior technical
advisor for capacity building and the STA for monitoring and evaluation (see Resource
Guide, section 2.0, chapter four, Volume I). Column three in the T2-PCI Resource Guide
describes some of the key references that can help local projects, CRS country programs
and regional staff build their capacity for the variables listed in the first column. As part
of the global strategy for Title II capacity building under the ICB, the STA for capacity
building and the STA for monitoring and evaluation will oversee the development of:

- Short half-page briefing papers that summarize the key references and their
  relationship to the T2-PCI variables and categories; and
- An electronic resource library of key Title II references.

This information could then be forwarded to staff who request assistance with capacity
building and long range capacity building strategies. The T2-PCI Resource Guide is
included in the basic T2-PCI Guidance (chapter four, Volume I) in order to emphasize
how a resource guide's utility can be enhanced by linking it directly to an assessment
tool. Given the fact that the most pertinent Title II resource documents and their
locations (on the web or in a particular CRS office) can change, these citations are only
listed in the Resource Guide. This enables the PQSD STA for capacity building and
M&E to update the resource guide regularly without updating the guides.

A similar model could be developed to show key resource materials for developing core
capacity associated with the core organizational development tools described in chapter
three, Volume I and chapter one, Volume II.