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CRS

PROJECT EVALUATION SUMMARY

23p.

- |  |  |                                       |
|--|--|---------------------------------------|
| 1. PVO - CATHOLIC RELIEF SERVICES-U.S.C.C.   | 2. PROJECT NUMBER - PHA-G-1117                                   |                                       |
|  | PID/T 932-13-950-U67-73-3259046                                  |                                       |
| 3. PROJECT TITLE -   |  |                                       |
| CATHOLIC RELIEF SERVICES DEVELOPMENT PROGRAM GRANT   |  |                                       |
| 4. KEY PROJECT DATES (fiscal years)  |  | 5. TOTAL U.S. FUNDING LIFE OF PROJECT |
| a. Project Agreement Signed:   | b. Final Obligation:   |                                       |
| July 22, 1976  | Final \$100,000<br>Requested Aug. 24, 1977                       | \$1,150,000                           |
| 6. EVALUATION NUMBER AS LISTED IN EVALUATION SCHEDULE  | 7. PERIOD COVERED BY THIS EVALUATION FROM: TO:                   | 8. DATE OF THIS EVALUATION REVIEW:    |
| 2nd Annual Review  | 1 August, 1976 31, July, 1977                                    | Sept. 14, 1977                        |
| 9. ACTION DECISIONS REACHED AT EVALUATION REVIEW:  | 10. OFFICER OR UNIT RESPONSIBLE FOR FOLLOW-UP:                   | 11. DATE ACTION TO BE COMPLETED:      |
| 1) Arrange meeting of all DPG technical field staff at CRS Headquarters for early Spring, 1978.                          | -DPG Technical Office  | March 31, 1978                        |
| 2) It was decided the need for a third technical person on the South America team was no longer relevant - advise AID/W. | -South America Region<br>-OPG Office                             | November 15, 1977                     |
| 3) Preliminary plans for remaining Seminar - dates and places.   | -Each of the five Regional offices and<br>-DPG technical officer | Dec. 31, 1977                         |
| 4) Review of budget against expenses through September, 1977.  | -Each Region, Accounting,<br>-DPG Technical officer              | Nov. 15, 1977                         |
| 5) Continue search for a Planner/Evaluator for the Asia/Pacific Region.  | -Personnel Office<br>-Asia/Pacific Regional Office               | Jan. 15, 1978                         |

### SUMMARY

This project evaluation review covers the first twenty-eight months of the Catholic Relief Services Development Program Grant, with emphasis given to the second year's implementation activities and results.

Project implementation has been characterized by a slow, deliberate, and planned pace. All aspects of the project are being fully implemented through 4 of the 5 Regional Offices. The 5th Region is programming its first training seminar for mid-October in Singapore.

Basically, the original design of the project has been proved sound, however, the concept of the "technical team" approach, especially in South and Central America, had to be modified by reducing the number of team members and introducing the use of technical consultants for specific project and program activities. The use of consultants was so successful that it has been suggested that a fund for consultants be made a permanent part of CRS programming and be supported by an adequate budget. The prospects of achieving the purpose of this project are positive. Significant progress has been made towards the training of CRS field staff. All have been exposed to the program design and evaluation method wherein the logical framework analysis is used as the basis for project development. Seminars, which have provided further training skills in development, have taken place for all CRS employees, counterparts, etc., throughout the world.

Many of the CRS project activities have shifted from the isolated small project to a more integrated approach. Projects can be small but now they are valued as supportive to an integrated solution of a larger community problem. A number of significant integrated projects have been developed and funded over the past two years that fit into the module of a larger community plan of multiple interventions.

Strategies for Responsible Development (SRD), CRS' consultant for program systems design, has been very useful in bringing together the staff of the five regional offices and involving them in the process of programming. A dialogue has begun. This dialogue is resulting in better communications between executives and program staff and, through the creation of a Task Force, the Executive Director has assured a considerable amount of staff participation in the designing and structuring of a new programming system for CRS worldwide.

One of the major problems encountered, and which directly affects our progress, is our inability to fully share the improved capabilities of our staff with our traditional counterparts at the national level. With the exception of South America, all the regions have been limited in implementing the programs of training and professional upgrading to their CRS personnel. Compensating for this phenomenon somewhat has been our opening of contacts, and participating, with a diversity of counterparts at local levels.

The dynamic process which has taken place in CRS, and to which the Development Program Grant is contributing considerably, is affecting the internal organizational structure directly and indirectly; directly through the new systems being developed by Strategies for Responsible Development; and indirectly through the more intense communications between field staff and regional staff as well as regional staff with executive staff. The full extent of this influence will not be known until all the new systems and structures to support these systems are in place. We expect all of these shared procedures will be functioning by mid-1978.

#### EVALUATION METHODOLOGY

This evaluation was accomplished in two parts: part one involved the headquarters staff of each of the five regional offices completing an evaluation of the activities and results for their respective regions. Part two was a joint evaluation which brought together regional personnel and the project coordinator for a discussion of overall progress, problematic areas, and served as a preplanning session for the completion of the D.P.G.

The data used were reports on training seminars held which provided information on types of training, numbers of people participating, dates, etc., financial reports, project records and proposals, reports of technical advisors, personnel records and the reports of professional consultants.

Feedback from the CRS field staff was also used in preparing this evaluation. The data were analyzed with relation to the expected outputs and indicators as listed in the logical framework.

The following persons were involved in the evaluation process:

South America Region:

Msgr. Roland Bordelon, Regional Director  
Dan Santo Pietro, Development Assistant

Central America/Caribbean Region:

Jim Noel, Regional Director  
Elaine Edgcomb, Development Assistant

Africa/Sub-Sahara Region:

Msgr. Kaiser, Regional Director  
Father Mulkerin, Assistant Regional Director  
Ken Hackett, Development Assistant

Mid East/North Africa Region:

Robert Walsh, Development Assistant

Asia/Pacific Region:

Jewel Slingerland, Development Assistant

DPG/OPG Office:

Richard Redder, DPG Technical Officer

EXTERNAL FACTORS

One assumption that has proven to be false is that there would be "no adverse change in political, economic environment in project countries." Two countries can be

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cited as examples, El Salvador and the Philippines, where strained Church-State relationships have made it difficult for many Church-associated groups to work, and have reduced financial resources for our traditional counterparts.

Another assumption, "sufficient coordination with counterparts will be maintained," has to be re-examined. We have experienced considerable delay in our efforts to coordinate our DPG activities with our traditional counterparts such as Caritas and others. South America has overcome this initial obstacle but Central America is still faced with this serious obstacle. Obviously, any impact that CRS can have on a country, region, etc., is very dependent upon the vision and capability of the local counterparts with whom it works.

A third assumption, "Integrated approach to rural development is more suitable to peasant needs," needs to be redefined somewhat. If we understand "integrated" to mean that individual projects do not necessarily have to respond to all possible points of intervention to solve a community problem but that they will be integrated into a larger community plan and will help the community toward a step-by-step solution to their most pressing problems, then the assumption is valid.

#### GOAL

The stated goal, "to increase participation of the poorest majority in solving their socio-economic

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problems" is valid and remains unchanged. This is an ideal that is supported by many declarations, especially those of the Catholic Church and the majority of our counterpart organizations.

It is our ever-growing awareness of the difficulties inherent in voluntary agency attempts to support popular development processes that makes us continually re-examine our approach to achieving this goal. It is certainly too early to evaluate our progress toward this goal in terms of the indicators established, however, we can point to several steps we have accomplished toward achieving this goal. A higher degree of awareness among our own staff has been generated. A clearer understanding of techniques of programming, planning, evaluating and budgeting, and a clearer assessment of needs within each country has been provided for our field staff. A continued dialogue with our counterparts concerning ways to effect participation is taking place. In several of the countries in South America seminars with rural poor groups have been sponsored under the DPG to help them assess their needs and plan the activities and projects that will meet those needs.

In other areas of the world, particularly Africa and the Mid-East, the problem of participation is even held to be more difficult, due to the paucity of intermediary agencies which link those wishing change with those who have the means to finance efforts for change and/or have

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other competence to effect the desired changing process.

We intend to evaluate, in depth, some of the more significant development projects we have on-going, to ascertain the degree of community participation, and how that participation has contributed to the success and/or failure of the projects. Until we complete such a study, we really lack the data for making any final statements about the achievement of goal.

#### PURPOSE

The purpose of this project was stated as: "to improve the capability of CRS to plan, design, implement and evaluate programs with its indigenous counterparts."

The evaluation concluded that this purpose is still valid, however, the indicator for number of professional staff maintained by CRS totally dedicated to development programming at the Headquarters and Regional level will have to be adjusted downward because both the Central America and South America Regions have reduced their originally planned technical staffs under the DPG by one person.

We presently have added nine professional staff (6 at regional level and 3 at headquarters level), an increase to 22 which is just 3 short of the planned - Indicator No. 2.

Concerning Indicator No. 1 - "Increase number of integrated rural development projects in execution from

4 to 16 by 1978," we can cite the following rural integrated development projects and their status:

South America (4)

- Pre-industrialization of Cacao, Bolivia (funded)
- Quinoa Production & Marketing, Bolivia (planning)
- Ambato Rural Development, Ecuador (funded)
- Duitama Rural Development, Colombia (planning)

Central America (3)

- Farmers' Supermarket, Costa Rica (funding expected early 1978)
- Agricultural Mechanization, Honduras (planning)
- Los Monges Cooperative, El Salvador (planning)

North Africa/Mid-East Region (3)

- Nutrition Education, Tunisia (funded)
- Figuig Rural Development, Morocco (funded)
- Nutrition Education in Health Centers, Egypt (funded)

Sub-Sahara Africa (5)

- Rural Shelter Construction and Pre-School Gardening, Gambia (on-going)
- Assistance to Rural Farmers (F.A.A.D. Project), Ghana (expect funding October, 1977)
- Mekaling Rural Development Program, Lesotho (project proposal)
- Silo Program in Thies, Senegal (project design)
- CFJA Rural Agricultural School, Upper Volta (project proposal)

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The funding of each of the above projects is directly related to the third indicator, "60% of all funds for development will be allocated through the planning system." While our agency planning system will not be completely revised until March, 1978, the above referenced projects are the result of improved planning, design and evaluation capabilities of our staff and have been given priority in funding. We will not be in a position to measure the % of funds allocated through the planning system until that system is fully operative.

We have noted a significant improvement in the type of projects submitted, quality of their design, implementation and evaluation. A greater number of projects are relating directly to country program objectives, as in South America and Sub-Sahara Africa. There is also a notable increase in attempts to address the issue of participant involvement in design as well as implementation and evaluation.

The training seminars have had a significant effect on the conceptualization of our development activities on the part of the staff, and on improved project design and evaluation.

From all evidence reviewed, it is clear that the purpose of this project is being achieved better than envisioned as far as CRS staff acceptance and participation are concerned. On the other hand, our indigenous

counterparts have not been affected to the same degree. We now expect this particular aspect to require a longer period of time for training and participation to reach its targeted goal.

OUTPUTS and INPUTS: (Please refer to Annex I, II, III)

The greatest progress so far has been in achieving the outputs planned. During the second year of this Grant, our training activity increased rapidly. Training seminars and the use of consultants at the international, national and local level were all used to the best advantage. This training was directly relevant to the progress achieved at the purpose level and to a lesser degree at the goal level.

- No. of Seminars held to date

Regional: 7

Country: 18

- CRS staff participating in training: 165
- Counterpart staff participating in training: 952
- Integrated Rural Development Projects designed: 15
- Revised system for planning, implementing, and evaluating development programs: Work on the revised socio-economic manual and planning system is behind schedule but will be completed by March 31, 1978.

Overall, the planned outputs were exceeded. A comparison of the Logical Framework outputs for Year I and

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Year 2 indicates that the DPG is well on track. We fully expect to complete all outputs as planned by the end of the project.

Inputs have generally been timely and adequate to meet expectations. Funds have been readily available and sufficient to cover all planned activities.

Professional personnel inputs were delayed in their full utilization, due to a realignment of regions in one case, and in another case, due to the termination of one Planner/Evaluator in Central America and finding a replacement. The consultants and other professional personnel have been utilized professionally in furthering the purpose of this project. The Planner/Evaluators, through their visits and analysis of programs and projects, provide CRS with valuable base-line data as a source of information and recommendations. The utilization of consultants on specific project planning has also been extremely helpful to our field staff and counterparts. A rapid reassignment of CRS field staff in some regions has diminished, to some extent, the full impact that was expected of the training inputs.

#### UNPLANNED EFFECTS

It is both interesting and important to note that the "process" of involvement and participation financed and encouraged, if not demanded by the DPG, has dictated to a great extent, the course in reaching the stated DPG

goal. The process has prompted a flexibility - a growth in the designed course of the project to the extent that the elements envisioned and planned with a priority have, in fact, been re-prioritized or de-prioritized in favor of other facets that this management process has proved significant through continual evaluation and analysis of priorities and enlarging the scope and redefining the problematic areas under consideration. This orchestrated "change of plans" has been clearly stated in these lines from a recent report from Central America:

"Our original thinking was limited to improvements in planning and evaluation skills, but the work of our first Planner/Evaluator in particular helped us to see that first of all improvements were also needed in other areas as well, such as: communications; secondly, a base of development criteria and conceptual understanding was also required; and third, that all field staff had to have a strong voice in policy and programming decisions if they were to be motivated to perform. Since the first year, then, the Grant has been focused on intensifying our perception and use of CRS staff as resources for each other, and in developing a collegial approach to regional strategy formulations."

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The Sub-Sahara Africa Region has found that "the greatest learning process takes place between staff rather than in a strictly formalized training session. When the two are combined, the effect is maximized. The three meetings financed by the DPG presented just such a forum. In addition, the DPG has provided an opportunity for increased interchange among regions. The activities undertaken in the Central and South America Regions have proved worthwhile learning experiences for the Sub-Sahara Africa Regional Office as well as its field programs."

One negative unplanned effect has been the significant increase in the work load of the regional staff in terms of organization of training seminars and the programming of technicians and consultants. In short, the planning process has filtered directly to the pragmatic area of regional management and organization.

#### CHANGES IN DESIGN OR EXECUTION

No changes in design were found to be necessary. The project as designed has provided maximum flexibility to allow CRS to redirect emphasis to those areas of training, planning, evaluation and project development as may be required and as experience dictates.

The only change in execution has been the reduction in the number of full-time technical personnel in South America and Central America by one each and the substitution of consultants on an as-needed basis for specific projects and/or training needs. These changes

were reflected in Amendment No. 1.

A request for an extension of 4 months (through July 31, 1978), to compensate for the late start of implementation and to allow for completion of planned activities, was requested in August, 1977.

LESSONS LEARNED:

1. The use of consultants on an ad hoc basis could have proved a valuable adjunct to our program in all regions. However, it is only after two years and the stimulus of the DPG Team's visits that this became apparent. Hopefully, we will be able to generate other funding options with which to finance technical consultants.
2. The community development process varies from country to country, geographic or ethnic area to area. For this reason, CRS must maintain a continuity of staff and improve the use of local staff as a development resource. The recipients of CRS assistance continue to prove the necessity.
3. As was presumed at the onset of the grant, CRS field programs cannot undertake meaningful and expanded development programs unless tight management and administration controls are in place. The pressure to respond to every request

must be resisted even though funds may be available. Program planning is a vital fulcrum to effective project work.

4. The need for considerable flexibility in the implementation of a program of this nature. It is obvious that no one has all the answers, and that a learning process requires tremendous openness and agility.
5. That outside consultants and specialized staff, while necessary, are not required in overwhelming numbers. More important is the judicious selection of a few good professionals who can catalyze staff potential already present. This experience has demonstrated the need for quality of professional competence rather than variety and quantity of consultants.
6. That there is even greater potential for learning and improved performance which could be realized through a more systematic interregional exchange of experience.
7. A central system for recording and storing program and project experiences would be a valuable asset in terms of the above. This opens the entire area and possibility of computerizing the complete resources of CRS.

8. The DPG has definitely established a role for specialized skills in our development work. In formulating our personnel needs, we have to consider the balance between the managerial catalytical role our staff has to play and the technical assistance role required by our involvement in development projects. We have learned how important it is that we develop further the capability of our existing staff, emphasizing their ability to manage outside expertise as needed. It is this blending of specialized skills and general managerial skills that CRS must have to enable it to improve its capability in development.
9. In order to improve the agency's capability, we have also learned to appreciate the importance of communication between headquarters and field and among our various field programs and projects. The interchange of experiences and the development of common criteria for our project work have grown in importance beyond our expectations. As we become involved more in community process projects, where we must be prepared to follow and respond sensitively to the

thinking of the groups we are trying to help, it is essential that we develop a team effort to stimulate all of our staff's thinking and objectivity. As a corollary, we see the agency's ability to plan and make its resources available on a timely basis as a vital element of this team effort.

10. A final lesson to emphasize is how training can become a tool for participation. In Colombia and especially Bolivia, we have seen the effectiveness of bringing people together in structured activities to analyze their own problems and outline plans to attack these problems as part of a training process. Ideally, all our projects will emerge from a base of increased awareness, and CRS will encourage approach to planning as a cornerstone of its development philosophy.

DPG TRAINING ACTIVITIESJuly 1 '76 - June 30 '77SOUTH AMERICA REGION:Bolivia:

Regional Planning Course - Alto Beni	July 24-29	42 participants
Regional Planning Course - Bermeo	Aug. 31 - Sept. 4	100 participants
Regional Planning Course - Chapare:		
A) group of citrus growers	Sept. 24-25	30 participants
B) group of Mothers' Club Leaders	Oct. 27-28	25 participants
C) group of campesinos of the Chimore Zone	Oct. 29-31	35 participants
Seminar on Planning Social Action-Sucre	Nov. 11-14	45 participants
Training and Planning for the Imple- mentation of Project 75/01 (OPG) Mobile Health Program-Chiquitos	April 15-26	
Planning Seminar for Caritas National	Dec. 15-17	50 participants
First Meeting of Quinoa Production Potosi	April 23-27	143 participants
2nd Meeting of Pastoral Social-Sucre	June 30- July 2	26 participants

Colombia:

FERURAL Seminar on Minifundia	Sept. 6-8	70 participants
Seminar on the Socio-Economic Situa- tion of Colombia's Rural Area	Oct. 18-22	20 participants
Seminar on the Rural Situation-Duitama	Oct. 29- Nov. 1	168 participants
Course on Planning and Project Development	April 19-21	30 participants

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Ecuador:

CRS/Promocion Humana Planning Session	Sept. 10	12 participants
Seminar on Rural Development Project Methodology	Sept. 19-25	37 participants
Preparatory Meeting for Santa Cruz Seminar	Dec. 13-15	7 participants
Evaluation of Promocion Humana	May 12	

Peru:

Nutrition Planning Conference	July 10-15	33 participants
DPG International Seminar II	Feb.23-Mar.4	40 participants
		<u>965 participants</u>

Sub-Sahara Africa Regional Conference Dakar, Senegal	Feb.9-19 '77	45 participants
Central America/Caribbean Region Regional Conference San Salvador, El Salvador	Nov.15-23, '76	23 participants
Regional Strategy Conference Honduras	June 6-11, '77	26 participants
North Africa-Near East Region Regional Seminar Rome	Nov. 22 - Dec. 1, '76	40 participants
PDE Training Seminar-(in country) Egypt	October, '76	30 participants

LIST OF REPORTS  
(August 1976 - July 1977)

Regional Training Seminars

Final Report of the Central America/Caribbean Regional Conference  
San Salvador, El Salvador, November 15-23, 1976

Report of the CRS Region I DPG Seminar  
Rome, Italy, November 22-December 1, 1976

Report of the CRS Sub-Sahara Africa Regional Conference  
Dakar, Senegal, February 9-19, 1977

Final Report of the South America Regional Conference  
Santa Cruz, Bolivia, February 23 - March 4, 1977

Final Report of the Second Regional Strategy Conference  
San Pedro Sula, Honduras, June 6-11, 1977 (Central America/Caribbean)

Reports from DPG Technical Personnel

DPG Team: Sub-Sahara Africa Region

Quarterly Report No. 4  
August 1 - October 31, 1976

Quarterly Report No. 5  
November 1, 1976 - January 31, 1977

Quarterly Report No. 6  
February 1 - April 30, 1977

Quarterly Report No. 7  
May 1 - July 31, 1977

Planner/Evaluator - North Africa/Mid-East Region

Report of Field Trip to Egypt and In-country PDE Seminar  
October 19 - November 1976

Report of Field Trip to Yemen  
March 30 - April 25, 1977

**Planner/Evaluator/Coordinator:- South America Region**

**Report of Field Trip to Ecuador, Colombia and Peru  
December 13-21, 1976**

**Report on the Implementation of the DPG in the Sub-  
Region Andina: Bolivia, Ecuador, Colombia and Peru 1976  
(February 2, 1977)**

**Report on Consultation with Social Action  
Department of the Archdiocese of Santa Cruz, Bolivia  
June 16, 1977**

**Consultants & Planner/Evaluator: - Central America/Caribbean**

**An Evaluation of the Problems Limiting the Promotion of  
Rural Development on the Effective Relief of Development:  
Alan J. Taylor, September 24, 1976**

**Feasibility Study - Farmers' Market  
Costa Rica - Hugo Alvarez, June 1977**

**Feasibility Study - Agricultural Mechanization  
Honduras - Henry Naranjo, January 1977**

**Institutional and Community Project Surveys  
Honduras - Roberto Caceres, April 1977**

**IQC Consultants**

**On Developing a New Responsiveness: An Assessment of  
CRS' Planning and Evaluation Capacity  
Strategies for Responsible Development, June 1977**

LOGICAL FRAMEWORK: DPC PROPOSAL CATHOLIC RELIEF SERVICES- U.S.C.G.

IRRATIONALLY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS																					
<p>to increase participation of the poorest majority in solving their socio-economic problems.</p>	<p>1) Involvement of participants in planning projects</p> <p>2) Involvement of representatives of participants in evaluation meetings.</p> <p>3) Decisions of participants reflected in changes in implementation</p>	<p>1) Study of evaluations of five sample integrated projects</p>	<p>1) Integrated approach to rural development is more suitable to present needs.</p> <p>2) Climatic conditions remain favorable at project sites.</p> <p>3) No adverse changes in political, economic environment in project countries.</p>																					
<p>to improve the capability of CRS to plan, design, implement and evaluate projects with its indigenous counterparts</p>	<p>1) Increase numbers of integrated rural development projects in execution from <u>2</u> to <u>16</u> by 1978.</p> <p>2) Increase from <u>12</u> to <u>21</u> the number of professional staff maintained by CRS totally dedicated to development programming at Headquarters and regional level.</p> <p>3) 60% of all funds for development projects will be allocated through the planning system.</p>	<p>1) Project Records</p> <p>2) Personnel Records</p> <p>3) CRS Reports on Funding</p>	<p>4) Counterparts able to maintain basic operational level.</p> <p>1) Planning system incorporated in revised socio-economic manual will be utilized by CRS Program Staff</p> <p>2) CRS will have budgetary resources to maintain sufficient professional staff after grant period</p>																					
<p>Seminars held: - Regional - Country</p> <p>CRS staff participating in training</p> <p>Counterpart Staff participating in training</p> <p>Integrated Rural Development projects assigned</p> <p>Revised systems for planning, implementing and evaluation development programs</p>	<table border="1"> <thead> <tr> <th>YEAR 1</th> <th>YEAR 2</th> <th>YEAR 3</th> </tr> </thead> <tbody> <tr> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td>4</td> <td>10</td> <td>5</td> </tr> <tr> <td>80</td> <td>135</td> <td>130</td> </tr> <tr> <td>80</td> <td>155</td> <td>145</td> </tr> <tr> <td>6</td> <td>8</td> <td>8</td> </tr> <tr> <td></td> <td>X</td> <td></td> </tr> </tbody> </table>	YEAR 1	YEAR 2	YEAR 3	3	4	5	4	10	5	80	135	130	80	155	145	6	8	8		X		<p>1) Reports of technical advisors</p> <p>2) Seminar Reports</p> <p>3) Existence of draft projects</p> <p>4) Existence of revised socio-economic manual</p>	<p>3) Funding from CRS or outside sources will be available for priority programs</p> <p>1) Qualified staff will be available as programmed</p>
YEAR 1	YEAR 2	YEAR 3																						
3	4	5																						
4	10	5																						
80	135	130																						
80	155	145																						
6	8	8																						
	X																							
<p>1. Funds for <u>9</u> technical advisors 3 planners 5 rural development advisors 1 health education advisor</p> <p>2. Funds for Training classes</p> <p>3. Funds for (a) professional staff (1) (b) Head center (c) technical officer (d) field staff (1) (e) other technical staff (1)</p> <p>4. Funds for training level (1)</p> <p>5. Funds for training level (10)</p> <p>6. Funds for counterpart verbal staff (1)</p>	<p>6 person/years annually. (Refer attached budget)</p> <p>1 person/year</p> <p>6 person/years</p> <p>2.3 person/years</p> <p>10 person/years</p> <p>1 person/years</p>	<p>1) Reports of Regional Offices, Technical Advisors</p> <p>2) Financial Reports</p>	<p>2) Sufficient coordination with counterparts will be maintained</p> <p>3) Advice provided by technical staff will be utilized by CRS and counterpart personnel</p>																					