

**UNITED STATES OF AMERICA**  
**AGENCY FOR INTERNATIONAL DEVELOPMENT**

**REGIONAL ECONOMIC DEVELOPMENT SERVICES OFFICE**  
**FOR EAST AND SOUTHERN AFRICA (REDSO ESA)**

United States Postal Address  
U.S.A.I.D REDSO ESA  
UNIT 64102  
APO AE 09831-4102

International Postal Address  
POST OFFICE BOX 30261  
NAIROBI, KENYA  
TEL: 254-2-751613  
FAX: 254-2-748607/743204

September 29, 1995

Mr. Keith Disselkoen  
Programme Director  
Christian Reformed World Relief Committee  
2850, Kalamazoo Avenue S.E.  
Grand Rapids MI 49560-0600

**Subject: Grant No. Kenya 623-0267-G-00-5147-00**  
**PVO Co-Financing II**

Dear Mr. Disselkoen:

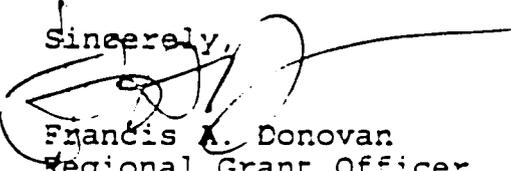
Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the U.S. Agency for International Development (hereinafter referred to as "USAID" or "Grantor") hereby grants to Christian Reformed World Relief Committee (hereinafter referred to as "CRWRC" or "Grantee"), the sum of \$385,456 to provide support for increased Organizational capacity and Community Development facilitation skills in Kenya as described in the "Schedule" of this Grant and attachment 2, Program Description, entitled Institutional Strengthening of Kenyan National partners.

This Grant is effective and obligation of the amount of \$250,000 is made as of September 30, 1995 and shall apply to commitments made by the Grantee in furtherance of program objectives during the period beginning with the effective date and ending September 30, 1998. USAID shall not be liable for reimbursing the Grantee for any costs in excess of the obligated amount. Additional funds up to the total amount of \$385,456 may be obligated subject to the availability of funds and attached Standard Provision, "Revision of Grant Budget".

This Grant is made to CRWRC, on condition that the funds will be administered in accordance with the terms and conditions as set forth in 22 CFR 226, entitled "Administration of Assistance Awards to U.S. Non-Governmental Organizations"; Attachment 1, entitled "Schedule"; Attachment 2, entitled "Program Description"; and Attachment 3, entitled "Standard Provisions."

Please sign the original and each copy of this letter to acknowledge your receipt of the Grant, and return the original and all but one copy to the Grant Office.

Sincerely,

  
Francis A. Donovan  
Regional Grant Officer

**Attachments:**

1. Schedule
2. Program Description
3. Mandatory Standard Provision
4. 22 CFR
5. Grantee's Revised Budget

**Acknowledged:**

Christian World Reformed Relief Committee (CRWRC)

By: Wayne Medendorp

Typed Name: WAYNE MEDENDORP

Title: DIRECTOR OF PLANNING AND GOVERNMENT RELATIONS

Date: OCTOBER 13, 1995

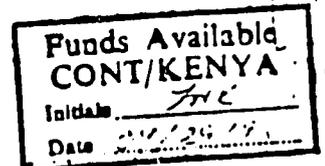
**Fiscal Data:**

**A. GENERAL**

- |                                  |                                |
|----------------------------------|--------------------------------|
| 1. Total Estimated USAID Amount: | \$385,456                      |
| 2. Total Obligated USAID Amount: | \$250,000                      |
| 3. Project Number                | : 615-0267                     |
| 4. USAID Project Office          | : PROG/PRJ OFFICE, USAID/KENYA |
| 5. Tax I.D. Number               | : 38-1708140                   |
| 6. LOC Number                    | : 72001593                     |

**B. SPECIFIC**

- |                  |                      |
|------------------|----------------------|
| 1. PIO/T NO      | : 615-0267-3-50025   |
| 2. APPROPRIATION | : 725/61014          |
| 3. ALLOCATION    | : ECN-K250071        |
| 4. BPC           | : GSS5-95-21615-KG13 |
| FUNDING SOURCE   | : USAID/KENYA        |



ATTACHMENT I

SCHEDULE

A. PURPOSE OF GRANT

The purpose of this Grant is to provide support for the increased Organizational Capacity and Community Development facilitation skills described in Attachment 2 to this Grant entitled "Program Description."

B. PERIOD OF GRANT

1. The effective date of this Grant is September 30, 1995 and the estimated completion date of this Grant is September 30, 1998.

2. Funds obligated hereunder are available for program expenditures for the estimated period September 30, 1995 to January 30, 1997.

C. AMOUNT OF GRANT AND PAYMENT

1. The total estimated amount of this award for the period shown in B.2 above is \$385,456.

2. USAID hereby obligates the amount of \$250,000 for program expenditures during the period set forth in B.2 above as shown in the Budget below.

3. Payment shall be made to the Grantee in accordance with procedures set forth in 22 CFR, Section 226.22, Payment - Letter of Credit.

4. Additional funds up to the total amount of the grant shown C.1 above may be obligated by USAID subject to the availability of funds, and attached Standard Provision, "Revision of Grant Budget".

D. GRANT BUDGET

**TOTAL GRANT BUDGET  
OCTOBER 1, 1995 - SEPTEMBER 30, 1998**

	USAID	CRWRC	TOTAL GRANT BUDGET
1. Salaries Home Office	103,345	57,493	160,838
2. Travel	24,282	13,641	37,923
3. Housing	12,780	7,179	19,959
4. Office Expense/Equipment	33,867	19,025	52,892
5. Support Staff /Professional Salaries	15,975	8,975	24,950
6. Training and Conference	4,473	2,513	6,986
7. Project Expenses (Agriculture, Income Generation, Health, Community Development, Institutional Development, and Staff Salaries Partners)	159,721	89,744	249,465
<b>SUB-TOTAL</b>	<b>354,443</b>	<b>198,570</b>	<b>553,013</b>
<b>INDIRECT COSTS (8.75%)</b>	<b>31,013</b>		<b>31,013</b>
<b>TOTAL GRANT BUDGET</b>	<b>385,456</b>		<b>584,026</b>

(123-CRWRC2)

E. REPORTING AND EVALUATION

1. Financial Reporting

a. The Grantee shall provide financial reports in accordance with the reporting requirements set forth in 22 CFR 226.52. The address to be used for AID/FA/FM/CMP is as follows:

U.S. Agency for International Development  
Office of Financial Management  
FA/FM/CMP/CGLC, Room 703, SA-2  
Washington, DC 20523-0209

b. The Grantee, in addition to the financial reporting requirements of 22 CFR 226.52 cited above, shall also submit an original and two copies of Grantee's "Financial Status Report" (SF-269) on a quarterly basis, and a copy of the final report within 90 days after conclusion of the Grant. The original shall be sent to:

Controller  
USAID/Kenya  
P.O. Box 30261  
Nairobi, Kenya

Two copies of each financial report shall be submitted to:

Program/Projects Officer  
USAID/Kenya  
P.O. Box 30261  
Nairobi, Kenya

c. The Grantee's financial reports shall include expenditures of USAID Grant funds provided hereunder, as well as other non-federal matching funds.

2. Annual Audit

Two annual audits will be conducted during the life of this Project in accordance with the standard provisions of OMB Circular A-133 for grants or cooperative agreements. Under new audit requirements all non-U.S. and non-governmental grantees and subgrantees/contractors receiving \$100,000 per year or more of USAID funds in any one calendar year under a Grant, are required to have an independent audit performed of the Grant in order to determine whether the receipt and expenditure of the funds provided under the Grant are presented in accordance with generally accepted accounting principles and whether the grantee has complied with the terms of the Grant. The independent auditor must be

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selected in accordance with the "guidelines for financial audits contracted by foreign recipients" issued by the USAID Inspector General and the audit must be performed in accordance with the "guidelines." Copies of guidelines have been sent to local CPA firms and will be sent to all participating subgrantees/contractors. Local firms will be identified by USAID and certified by RIG/A in Nairobi. It is expected that the Grantee will conduct these audits, encompassing subgrantees/contractors funded, in compliance with this requirement. Office of the Controller, USAID/Kenya will coordinate the audit activities for USAID.

### 3. Program Reporting

a. The Grantee shall submit an original and one copy of performance reports to the cognizant USAID Program Officer or designee, USAID/Kenya, P.O. Box 30261, Nairobi and one copy to USAID, CDIE/DI, Washington, D.C. 20523-1802. Program reports shall include the information requested in 22 CFR 226.51.

b. Events may occur that have significant impact upon the program. In such instances, the Grantee shall notify the USAID/Kenya, Program Officer as soon as possible by phone, fax, or letter. The Phone No. is 254-2-751613 and the Fax No. is 254-2-749590. The Grantee shall make such notifications when the following conditions become known:

### 4. Technical Reporting

On a quarterly basis, a report will be submitted on project progress and on problems encountered to date in achievement of Grant objective. The quarterly report shall include a general assessment of progress and problems to date: a brief status of report on each of the sub-projects and indicators of outputs achieved to date; a brief summary of actions planned for the next period; and description of all goods and services (including amount and source and origin) whose source and origin are not Kenya or the United States. These reports shall contain both quantitative and qualitative information to the extent possible. The first such report shall cover the period ending December 30, 1995. Each such report is due 30 days following the end of the reporting period.

## 5. Final Report

The Grantee shall submit a final progress and financial report to USAID/Kenya, PRG/PRJ, Victor Masbayi that includes a comprehensive review and discussion of project activities and achievements. A copy of the final progress report shall be submitted to USAID, CDIE/DI, Washington, D.C. 20523-1802. Both reports will be due within 90 days after the estimated expiration date of the Grant.

## 6. Special Notifications

Between the required program performance reporting dates, events may occur that have significant impact upon the program. In such instances, the Grantee shall inform USAID as soon as the following types of conditions become known:

- a. Problems, delays, or adverse conditions that will materially affect the ability to attain program objectives, prevent the meeting of time schedules and goals, or preclude the attainment of work units by established time periods. This disclosure shall be accompanied by a statement of the action taken, or contemplated, and any USAID assistance needed to resolve the situation.
- b. Favorable developments or events that enable time schedules to be met sooner than anticipated or more work units to be produced than originally projected.
- c. If any performance review conducted by the Grantee discloses the need for change in the budget estimates in accordance with the criteria established in the Standard Provision of this Grant entitled "Revision of Grant Budget", the Grantee shall submit a request for budget revision to the Grant Officer and the Program/Projects Office, USAID/Kenya.

The Grantee agrees to consult with the Program/Projects Office, USAID/Kenya concerning further details for submitting financial reports and estimates.

F. Communications Products (Oct. 1994)

(This provision shall be included in every grant or cooperative agreement over \$25,000)

- a. Definition - Communications products are any printed material (other than non-color photocopy material), photographic services or video production services.
- b. Standards - AID has established standards for communications products. These standards must be followed unless otherwise specifically provided in the Agreement or approved in writing by the Grant Officer. A copy of the standards for AID-financed publications and video productions is attached.
- c. Communications products which meet any of the following criteria are not eligible for AID financing under this Agreement unless specifically authorized in the grant schedule or in writing by the Grant Officer.
  - (1) Any communication products costing over \$25,000, including the costs of both preparation and execution. For example, in the case of a publication, the costs will include research, writing and other editorial services (including any associated overhead), design, layout and production costs.
  - (2) Any communication products that will be sent directly to, or is likely to be seen by, a member of Congress or Congressional staffer.
  - (3) Any publication that will have more than 50 percent of its copies distributed in the United States (excluding copies provided to CDIE and other AID/W offices for internal use.)

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G. INDIRECT COST RATE

Payments on account of allowable indirect costs shall be made on the basis of final or predetermined indirect cost rates for each accounting period which applies to this Grant, but not in excess of the following ceiling rate applied to the base which is set forth below.

<u>Type</u>	<u>Rate</u>	<u>Base of Application</u>
Provisional	8.75%	Total direct costs excluding participant related travel costs

H. TITLE TO PROPERTY

Title to real property and equipment, as per CFR 226.32 and CFR 226.34 respectively, shall vest in the Grantee.

I. AUTHORIZED GEOGRAPHIC CODE

The authorized geographic code for procurement of goods and services under this agreement is 935.

END OF SCHEDULE

Grant No. 623-0267-00-5147-00  
Page 3 of 11 Pages

ATTACHMENT II

PROGRAM DESCRIPTION

The Grantee's proposal dated June, 1995 entitled US AID PVO Co-Financing for Institutional Strengthening of Kenya National Partners is attached hereto as the Program Description (Attachment 2) and is made a part of this Grant.



Christian  
Reformed  
World  
Relief  
Committee

a non-quota relief and development agency  
*Helping your needy neighbors help themselves*

2850 KALAMAZOO AVE SE GRAND RAPIDS MI 49560-0600

General 616-246-0740 Diocesan 616-246-0739 Disaster 616-246-0738 Finance 616-246-0742 Foreign 616-246-0737 FAX 616-246-0808

14.8.95

Mr. Victor Masbayi  
PVO Project Manager  
US AID Mission to Kenya  
PO Box 30261  
Parklands, Westlands Complex  
Nairobi, Kenya

Nairobi Fax: 011-254-2-749-590

Dear Victor,

I am sending the revised grant application to you today by DHL from Michigan.

Please look for it from them by about 14.8.95.

My current plan is to return to Nairobi around 21.9.95.

If you need further clarification, please contact us through the Nairobi office.

Sincerely,

Keith Disselkoen

# Project Proposal

## US AID PVO Co-financing for Institutional Strengthening of Kenyan National Partners

United States Agency  
for International Development

and

The Christian Reformed World  
Relief Committee, Kenya

June, 1995  
Nairobi, Kenya

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	• Continued strengthening of previous grantee partner	
	• Development programs reaching 30,000 families	
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	• [to be filled in]	
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	• Lack of skills in project elements	
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## **Project Proposal**

### **I. Executive Summary**

#### **Statement of Objectives – CRWRC, Kenya**

The Christian Reformed World Relief Committee, Kenya (CRWRC) is committed to a strategy of institutional strengthening of our Kenyan National Partners. Our vision is to pursue a plan of organizational capacity building with these partners. The end result will be to provide a stable organization in each, with the ability to attract local and international resources to insure long term sustainable development.

We view development more as a process than as a result. Consequently, we have determined that the elimination of barriers that continually limit developing world NGOs from becoming independent, self-sustaining organizations is most critical. We have identified these key barriers to independence to be; 1) Program and Community level Technical competency, 2) Organization Management Skill, 3) Financial Independence from donor support, and 4) Board Governance and Control over the entire scope of the organization.

Intervention takes the form of three separate and distinctive activities that are the backbone of the CRWRC, Kenya program. These three activities are consultation, training and financial support.

Consultation takes the form of identifying partner strengths and weaknesses. Through the process of identifying strengths and weaknesses, we position resources within the partner in such a way as to exploit strengths and minimize weaknesses. Consultation provides the necessary insights into the proper deployment of training and financial resources.

Training takes the form of compensating for organizational weaknesses and deploying appropriate training programs into organizations. Initial training is the responsibility of the CRWRC staff, although, in most cases, appropriate training programs are located within the country for necessary skills and technical resources.

Financial Resource Support takes the form of supporting the program and administrative expenses of our partner organizations. We have assisted in the development of income generating programs and local fundraising programs designed to support the local expenses of the programs. In addition, we have been instrumental in assisting our partners in the pursuit of additional financial support from other outside funding sources.

CRWRC, Kenya has a strategy of eliminating financial support for each of our partners within 10 - 13 years. Access to these project resources will shorten that phase out to 7-10 years by accelerating the process with our partners.

### **Relationship to the past Grant**

CRWRC received a capacity building grant for our partners, Ambassadors Development Agency, Daraja Trust and the CPK Diocese of Nambale covering the period May 1993 to March 1995. During that time, substantial progress was made in assisting those partners to move closer to sustainable independence from CRWRC, Kenya. We see this grant as a natural extension on that process and a continuation toward that end, but at a different level. Instead of being beneficiaries of the resources of this project, both ADA and Nambale are participants with us in extending our strategies to those who can benefit most.

### **Participant Roles – CRWRC and Partners**

CRWRC, through a Program Director, Project Developer and Nairobi based technical staff, assumes the role of consultation resource at the national level. It is our responsibility to insure that consultation is appropriate, strengths and weaknesses are identified and strengths are used to maximum advantage, weaknesses are strengthened, training is available and helpful, and financial resources are available and used appropriately.

We are focused on "from the ground up" planning. Consequently, partner staff at the National level, assume the primary role of implementation of organization objectives. Because we are committed to planning that originates from the local level, partner staff at the regional and local levels are responsible for program implementation, including local program planning, establishment and supervision of local organizations, reporting of project results and working with local technical resources, especially government.

### **CRWRC, Kenya role in Cluster Formation**

CRWRC, Kenya has been a participant with the CPK Provincial Office in the organization of the Cluster Development Strategy that is to be supported by this project. We have recognized that the need for diocesan cooperation in development programs was essential to further development under the leadership of the church.

### **Resources Required**

For the five year length of this program, CRWRC, Kenya requires \$750,000.00, of which we are requesting that USAID provide \$562,500.00 for the successful implementation of this program.

## **Institutional Strengthening Indicators**

We will measure the effectiveness of our programs by the appropriate design and semi-annual application of the Organizational Capacity Indicator (OCI). The OCI institutional strengthening indicator tool is designed to measure the strength and organizational functioning of our partner groups by analyzing the quality of their programs, at the local, regional and national levels.

## **II. Background**

The Christian Reformed World Relief Committee's (CRWRC) worldwide goal is to develop the capacities of national indigenous partners to be effective and independent organizations through which the poor can be empowered to solve their own problems. To do this, CRWRC employs expatriate staff to strengthen local and national institutions, either by consultation and collaboration with pre-existing entities or by establishing such groups "from the ground up," although the latter strategy is the exception rather than the rule.

Since the early 80's, CRWRC's has sought out partners whose goals match those of CRWRC and which it believes are capable of operating programs in (1) family health care and child nutrition, (2) agriculture and food security, (3) income generation and small enterprise development, and/or (4) promotion of literacy, and doing so in a cost-effective manner.

When such partners are found, CRWRC staff act as management consultants and technical assistants, guided by contracts specifying results expected, resources, and responsibilities. Mutually developed annual agreements, based on these contracts, clearly state expectations both of CRWRC and of its national partners. CRWRC's contributions to the partnership are normally three-fold: consultation, training, and financial resources.

For consultation and training, CRWRC staff use non-formal educational techniques to transfer knowledge in four skill areas: technology, finance, board control, and management. Financial support normally diminishes gradually, to encourage the development of other financial resources, both internal and external to the organization and its local beneficiaries.

CRWRC's organizational strategy is to phase out support for partners within 13 years of program origination. This normally means a 3-year start-up phase, a 5-year implementation period, and a 5-year phase-out. CRWRC-Kenya believes that with USAID funding, this process can be shortened to an overall 7-9 year relationship by allowing for more intensive consultation (by increasing staff time devoted to this particular partner) and additional training activities.

While CRWRC's intervention is primarily at the organizational level, its experience has proven that organizational strategies must be combined with

appropriate field tactics. Consultants work with the partner groups as they work with local participants, encouraging local involvement in planning, implementation, distribution of benefits, and program evaluation. It is this three-way teamwork that increases the likelihood that the programs will be appropriate, effective, efficient, and sustainable. CRWRC's ultimate goal is the independent functioning of local development committees—allowing the national organization to "move on" to work in other communities—and of the partner organization itself, enabling CRWRC to leave a strong, sustainable organization to continue the development of the region in question.

In summary, CRWRC staff relate to national partner organizations that employ national staff, who in turn work to strengthen local organizations that empower the poor.

### III. Project Proposal

#### A. Description of the proposed project

##### 1. What is the purpose of the project?

Working with three Church Province of Kenya Partners at two levels, (The CPK Provincial Office, the Western Province Cluster and the Central Coastal Cluster) CRWRC, Kenya will increase the capacity of each of the three partners to operate measurable, sustainable programs in preventive health care, agriculture, water resources and income generation targeting an estimated beneficiary population of 30,000 Kenyan families assisting them to identify their own needs and organize appropriate resources to meet those needs.

More specifically, the project will:

- increase the organizational capacity of the Provincial Office (goal: 2.7 on scale of 5 on CRWRC's Organizational Capacity Indicators—OCI);
- strengthen two other CRWRC partner groups (Ambassadors Development Agency and the Nambale Diocese) by providing the opportunity for them to assist these emerging groups;
- establish two diocesan development clusters and help them establish the necessary management systems (goal: 2.5 of 5 on OCI scale);
- through the diocesan development clusters, assist 30,000 poor families in food security, preventive health care and access to safe water, and income generation.

Selection of priorities in each diocese will be the result of comprehensive needs assessments. (In most cases, these assessments have already been completed.)

Priorities will be selected by the communities, who will be responsible for both the actual implementation and for a portion of the local resource development required.

Strict systems for planning, financial controls, monitoring, and evaluation will be key elements of this project.

## **2. What problems are to be addressed?**

Three critical problems have been identified and will be addressed in the project:

1. Lack of capacity for program implementation in the targeted partners.
2. Lack of development programs addressing such needs as income generation, agriculture, access to water and preventive health care.
3. lack of skills in staff in target dioceses focusing on community mobilization strategies as well as building community structures to address the individual family needs.

1. At the present time, the organizations we have targeted, the CPK Provincial Office, the Central/Coastal Cluster and the Western Cluster only exist as coordinated units of the individual dioceses. The purpose of this proposal is to assist in the development of the structures which will give life to these organizations.

2. Seven of the eight dioceses that are part of our "cluster development strategy" (see below) are newly created and have no CPK development activity. Mombasa is the exception, but its program is very weak, so it is included. This lack of development programs or their weakness mean that these communities are not being mobilized for development.

3. The third problem to be addressed is the need for development of key skill areas: management skills, technical competence, networking and resource development, and board and community control. (A list of the kinds of issues included in these broad skill categories can be found in the annexes.)

## **3. How will the project work to solve identified problems?**

1. CRWRC, Kenya, in consultation with its implementing partners (ADA and Nambale) will assist the CPK Provincial Office in establishing these operating clusters as implementing agencies in the respective parts of the country. At this time, these clusters exist in name only on the organizational chart. At the end of the project, we expect that each cluster will be an effective organization addressing the needs of its member dioceses as outlined in the following two issues.

2. Development programs will be initiated in interested communities according to the following procedure:

- a. Determination of local awareness of and interest in development, and establishment of baselines, at both community and diocese levels.
- b. Community mobilization, awareness training, and preliminary development education.
- c. Project activities implemented by the community, based on its decisions (related to the pre-project needs assessments and baseline surveys) with continuing consultation and technical backstopping.

3. As in our previous grant, weaknesses in various key skill areas will be the subject of day-to-day consultation by the CRWRC staff with the partner staff and of workshops and other training opportunities. ADA staff will also be helpful here, given their improvement in these areas over the last two years. The success of the previous grant activities in strengthening the ADA and the Diocese of Nambale convinces us that the types of activities used with these two partners can be used successfully to strengthen these new programs and organizational structures resulting from them.

4. How did CRWRC become involved in the proposed activity?

CRWRC has been active in Kenya since 1988. The Anglican Church was chosen as a CRWRC partner because it shares CRWRC's values community-based development, measurable indicators of progress towards objectives for participant families, the mobilization of community resources, and finding local solutions to local problems. A very close working relationship has developed with the Anglican Church, especially with the Nambale Diocese of the CPK.

As the result of a USAID grant in 1993, we were able to substantially strengthen that diocese's ability to manage and implement its community-based development programs. This project will build on the learnings gained from that grant, applying them to new groups and situations.

In late 1993, CRWRC began a series of consultations with the CPK Provincial Office, which had recently organized a number of new dioceses throughout the country. This expansion means that development programs should be done jointly, rather than singly, for maximum efficiency. Further discussions with diocesan leadership led to the formulation of a "cluster" strategy, which this project will implement in 8 of the twenty Kenyan dioceses.

## B. Project implementation

1. What are the project components?

Because the overall goal is to build the institutional and organizational capacity of the provincial office, the two "clusters," the eight participating dioceses, and the community groups and the participant families countrywide, the primary components will be consultation, training and financial resources:

**Consultation:** CRWRC-Kenya will provide consultation at the various levels: national level, the cluster level, and the individual diocesan level. Areas of consultation will be management, skill development, networking and resource development, financial management and controls, program planning, monitoring and evaluation.

Following the initial needs assessment, we anticipate that the consultation arrangement will focus on the following critical areas:

1. Technical Resources will be identified to support the project activities. For purposes of this project, "technical resources" are those needed to implement specific programs in food security, preventive health care, income generation and access to water. Specific technical resources will be training in water retention and sourcing, training in family health issues including family planning, meal planning, child health observations; agricultural issues such as land management, soil conservation, crop rotation; and income generation such as calculating profit and loss, marketing, simple bookkeeping.
2. Management Skill Development will be an integral part of our consultation arrangement. Development of management skills will focus primarily on the areas of planning, personnel and resource management, networking and resource development and monitoring and evaluation.
3. Board Supervision of the program strategy at the policy level is critical. A board of governors will be established for each cluster and representation at the Provincial Board will flow from the clusters. It is CRWRC-Kenya's intention to work with supervisory structures at all levels. At the community level, the community groups will participate in the same governance-training program. Individual beneficiaries must be members of a group. These groups will be represented at the diocesan board of development. This will insure that the needs of the individual beneficiary are addressed at the highest levels of the provincial development structure. In addition, it will be an oversight mechanism for the equitable distribution of resources throughout the entire project area.
4. Networking and Resource Development will expand the resources currently available to the CCS programs. CRWRC-Kenya is a part of a broad network of NGOs in Kenya and partnership with these NGOs can provide assistance to the sustainability, continuity and future development of the strategy.

[Further discussion and detail of these activities are contained in section A.2.]  
"Problems to be addressed".

**Training:** In addition to the consultation strategies, CRWRC will be involved in developing an effective training program. As with the consultation element, training programs will take place at various levels. At the community mobilization level, the training will be facilitated by the Ambassadors Development Agency. They have become recognized experts at community mobilization and community needs assessment, and have developed a method for developing recommendations at the community level to address the needs of the particular beneficiary families.

Technical training to address the needs of particular families will be provided by the facilitating dioceses and the GoK. Some examples of training topics: for farmers, use of green manure and intercropping; for urban slum dwellers, bookkeeping for running a micro-enterprise or training in metalworking; for mothers of small children, nutrition and ORS use. In addition, each cluster will be working with the technical resource staff to insure equitable distribution of training resources among the Dioceses to carry the training forward for the entire life of the grant.

Training at the management level will be provided by the CRWRC-Kenya staff, particularly focusing on program planning, monitoring and evaluation. In addition, an extensive system of monitoring of individual, community and institutional development indicators will be implemented and training conducted on the management of this system.

Finally, there will be extensive training and development at the board and senior management levels, particularly in the areas of policy making and networking and resource development.

**Financial Resources:** In addition to consultation and training, CRWRC-Kenya will be involved in the provision of financial resources to implement all these programs. This will in most cases take the form of project grants on a quarterly basis to the individual cluster. These grants will in all cases be contingent on submission of a financial statement of the past period's performance and the budget for the following period.

## **2. Who will implement it?**

**A. CRWRC's role:** CRWRC-Kenya will be working intensively at the provincial level, the cluster level, the diocesan level, and the community level. CRWRC, at the national level, has objectives that revolve around development of the board of the partner organization and its senior staff. The work with board development centers primarily on the work of establishing adequate and effective board involvement in the projects of the organizations. Establishment of board committees is essential. This committee structure must be effective in establishing, supervising and monitoring the various activities of the organization.

At the regional level, CRWRC will be primarily involved in encouraging our partner in getting regional committees together for the purposes of sharing ideas and leveraging resources where necessary. We are interested in creating an effective information sharing network within our project management committees whereby all can learn from the successes and failures of each local group. CRWRC is primarily interested in the support and development of change agents, the backbone of our activities.

To achieve the objectives of the project, CRWRC will employ a small staff to oversee the project and encourage our partners to operate the implementation programs and develop the necessary staff to replace ours throughout the project timetable. Our staff will be made up of the following:

**Program Director** - This will be a Kenya-based program director of CRWRC responsible for the ultimate allocation of funds and resources to the implementation of this project. He will allocate 25-30% of his time to this project.

**Project Developer** - We will assign a project developer to the program, who will be ultimately responsible for the continuity and performance of this grant. This person will allocate 80-85% of his/her time to supervision, training, consultation regarding program strategy. It will be his/her responsibility to advise and consult with each individual Diocese and be involved in the training and facilitation at the community level.

**Financial Controller** - This will be a CRWRC staff person in charge of financial management who will allocate 15% of her time to the training, development and implementation of this project. We are anticipating that this additional responsibility will be added to our current accounts and administrative officer.

**Planning Evaluation and Monitoring Staff Person** - This staff person will be responsible for assisting at all levels in the planning, monitoring and evaluation of this project. We anticipate allocating about 25% of this person's time to this project.

We anticipate that CRWRC-Kenya staff will provide these resources for the first 18 months. At the 18 month milestone, CRWRC will begin to transfer the skills and abilities from the CRWRC office to the CPK Provincial Office. At the 36 month milestone the transfer will have been completed and all consultation responsibilities will be the role of the CPK provincial office. Beyond the grant these resources will be deployed for the benefit of the entire CPK Provincial development program network.

Consultation & Training	Year 1	Year 2	Year 3	Year 4
CRWRC-Kenya	• • • • • • • •	• • • • • • • •	• • • • • • • •	• • • • • • • •
CPK Prov. Off.	• •	• • • • • • • •	• • • • • • • •	• • • • • • • •
Clusters		• • • • • • • •	• • • • • • • •	• • • • • • • •

**B. The beneficiaries:** beneficiaries will form into village level groups who come together for a specific purpose. These groups will establish group objectives, solicit support from our partner in areas where they need assistance, such as financial or technical support and manage their own project work.

These groups will then report their activities to a community committee, represented by members of their group, as well as representatives of other groups in their area. This committee structure is what we are calling the regional committee. This is the diocesan CCS Program level.

These regional committees are then responsible for planning, evaluation and supervision of employees at the regional level. They are responsible for reporting the activities and respond to the initiatives to the national level of the NGO, which we are classifying as our partner. It is the interlocking network of committee structure. This is the Cluster board level and the Provincial Office Level.

It should be noted that because we are working primarily through women's groups, we anticipate the profile of the future projects to be similar with our current projects in Nambale Dioceses and Ambassadors Development Agency. In both of these project areas women represent about 70-80% of our beneficiaries and target groups.

**C. Partner role:** This project is designed to capitalize on the reputation, the resources and networking of the CPK as an avenue to establish community development programs. The religious nature of the CPK does not mean that the projects under its supervision are church-based. Evidence of this can be seen in the Diocese of Nambale, where of about 11,000 participant families, 4,000 are CPK members and the balance are members of other churches and individuals who do not belong a Church. This is the result of a deliberate attempt by the CPK to broaden its development base and expand its horizon to reach the community. It has been our intention since the beginning of the development of the cluster program to ensure that these development programs are community-based, rather than church-based. We will continue to focus attention on this critical element.

CRWRC also believes that the CPK's broad reach and its community base make it one of the strongest institutions for sustainable development in Kenya, able to weather

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political, social and economic storms better than most organizations. The Church and its members provide a stable base.

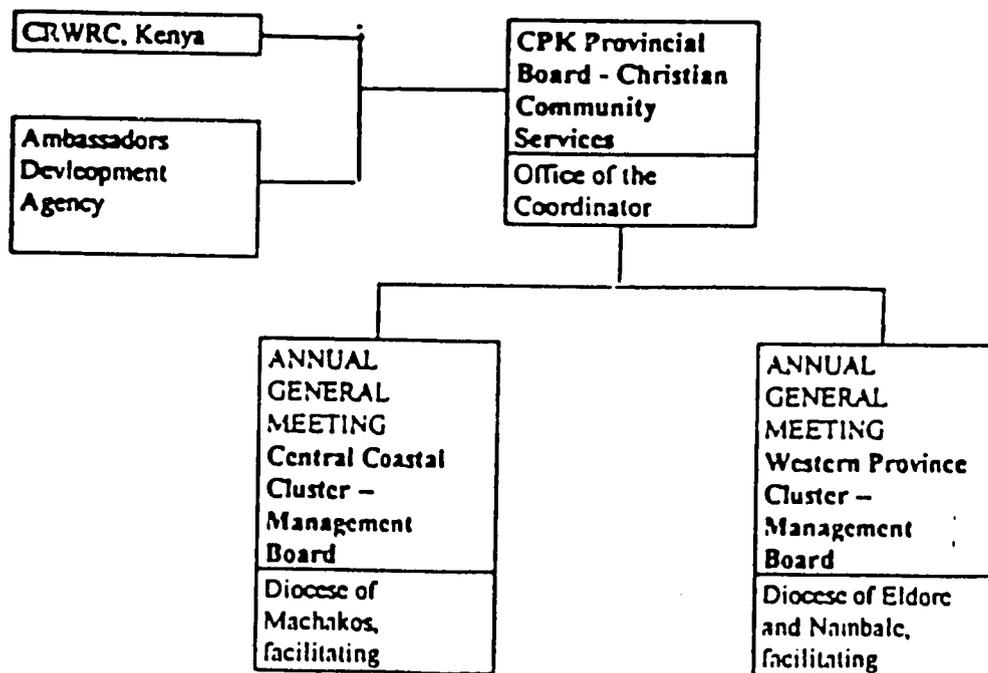
The structure of the CPK will be used to organize the project; its various divisions will function as described below.

• CPK Provincial Office:

The CPK Provincial Office came in existence in 1981 under the leadership of the Provincial Board of the Christian Community Services. Throughout the country, development within the CPK is done under the name of Christian Community Services. In 1993, after a complete and thorough analysis and the rapid expansion of a number of dioceses, a suggestion was made by the three PDCCS's to begin to work across diocesan borders to minimize the expense of development and maximize its impact. As a result of this repositioning in late 1993, the CPK Provincial Office has become more involved in specific program activities relating to training and facilitation in gender issues, AIDS awareness, and networking and resource development. Program activities have been implemented country-wide and are the results of the specific needs identified by both the Church and the Government of Kenya.

Essential to that expansion is staff development. Currently the provincial office is made up of a Coordinator and one support staff. We are anticipating that with this project, additional staff will be put in place, particularly in the areas of technical resource acquisition, monitoring and evaluation, management and training. The addition of these staff will form the basis for the continuity of the program. We anticipate that this staff will be put into place within the first eight to twelve months and the transition from CRWRC's Kenya office to the CPK Provincial Office will begin after that time.

The relationship of the key players is illustrated in the following graph:



#### • Central Coastal Cluster

In the Central Coastal Cluster the facilitating diocese will be the Diocese of Machakos. This diocese is about ten years old and has established very effective community level development programs. The dioceses involved in the central coastal cluster are Mombasa, Taita Taveta, Kajiado, and Nairobi. Because this cluster has both an urban central city focus and rural semi-arid focus programs, it will take up on characteristics of both rural and urban programs. In all cases, the dioceses have now completed needs assessments and baseline data is available for each diocese.

Because of the rural semi-arid nature of this project area, agriculture and food security and family preventive health care would be cornerstones of this project. Also, because of the urban nature of the Diocese of Mombasa and the Diocese of Nairobi, income generation programs and preventive health programs among urban slum village dwellers are also key elements of this strategy.

It will be the role of the facilitating and coordinating Diocese of Machakos to provide supervision and coordination at the community level and family level for implementation of programs. It will also be involved in supervising and providing leadership in the development of staff required in the individual dioceses that are part of this program. Finally, they provide leadership in board governance issues and instructions in training of board members as well as assisting the individual dioceses in networking and resource development programs. It will be CRWRC-Kenya's role to encourage and provide consultation, participate in training and provide financial resources and training as needed to supplement those available through the Diocese of Machakos.

#### • Western Kenya Cluster

The western province cluster facilitating dioceses will be the Eldoret Diocese and Nambale Diocese. The Eldoret Diocese has had a strong development program in place for the last eight years. As in the Central Coastal Cluster, the primary focus for individual beneficiaries in the Western Province Cluster is on food security and family preventive health care. Although this area has not experienced a food deficit, the importance of animal and food production to family health and security is a key issue.

It will be the role of this cluster facilitation group to assist the individual dioceses of Mumias, Butere, Katakwa, Bungoma and Nambale in the continued collection of baseline data and reorganizing of families into community groups. Out of this project development strategy, as programs are implemented, we will provide assistance. In addition, the facilitating diocese will be involved in providing leadership and supervision in the development of staff for this particular project of these dioceses.

Finally it will be the role of the implementing and facilitating diocese to provide assistance in establishing and strengthening of the local cluster board and the boards of the individual dioceses so that they accurately and effectively represent the needs of the individual beneficiaries and the local communities. Essential to this program is the role of networking and resource development that will also be facilitated by the cluster facilitation team.

• **Implementation at Diocesan Level – Central Coastal Cluster**

The dioceses that are making up this cluster are Mombasa, Taita Taveta, Kajiado, and Nairobi. Each of these dioceses has a unique situation. The dioceses of Taita Taveta and Kajiado are in arid and semi-arid areas. The people groups in these areas are primarily nomadic tribes. One of the key issues that have been identified by these two dioceses is the issue of land rights and protection of land for pastoral use in the face of the pressures of urbanization. This project will allocate resources for training these dioceses in land-use management and monitoring and in land value in each of these two areas.

The dioceses of Mombasa and Nairobi are heavily urban, with the two largest trading centers of Kenya as the focal points of these two dioceses. As a result, much of this project for these two dioceses will focus on urban income generation and issues of food security and health care for the expanding urban population.

The dioceses of Taita Taveta and Kajiado also have major issues of food security and family health primarily because of the difficult conditions for food production. The focus of the project in these three areas then will be appropriate agricultural development and the problem of the retention of water resources.

• **Implementation at diocese level - Western Province Cluster**

The cluster is made up of the dioceses of Mumias, Butere, Katakwa, Nambale and Bungoma (the Bungoma Diocese is expected to be formed in the July provincial synod of the CPK Church; it is included here under the assumption that it will be formed at that time). The dioceses are characterized by lack of adequate food production capabilities, under-utilized and, in some cases, over-utilized and/or overlooked land.

The dioceses of Mumias and Butere are in the primary sugar production areas. As a result of the sugar production, there are a lot of family issues dealing with sporadic income, resulting in family disruption and family dislocation. In addition, many have all their land allocated to sugar production and little is set aside for food production for the family. The same situation exists in the dioceses of Bungoma and Nambale, but to a lesser extent.

The projects we are anticipating developing in the western province cluster involve primarily food security and preventive health care. We will also be working on the issues of capital formation and retention and family income.

We are anticipating staff development at the cluster level to include a nucleus staff of technical experts as well as a coordinator for the cluster strategy. This coordinator will most likely emerge from the leadership of one of the five implementing dioceses. Further staff development at the individual diocesan level will emerge from the needs and demands of the community level groups. We anticipate that there will be some facilitators at the community and archdeaconary level as the process moves forward after the initial baseline data collection.

Finally, at the implementing diocese level we will continue to work on resource development, particularly at the local level with the target of accumulating approximately 25-30% of the annual operating budget of each diocese from the local community prior to the end of this project.

#### **D. External Facilitating Resources**

One of the keys to the success of this project is the participation of the Ambassadors Development Agency in the community mobilization training and community facilitation. They have become experts at helping communities to establish management committees, helping individuals to identify their most basic needs, and helping to establish and put together individual people groups to work together and share common objectives.

They will be instrumental in helping each dioceses establish a baseline data track of individual community groups. This baseline data will become the measurement stick against which all project activities will be measured.

The ADA will also be involved in selecting and training core staff for each diocese. The selection and training of the staff in community mobilization and community development activities will be one of the strong corner stones of these dioceses.

### **3. How will you manage it?**

CRWRC-Kenya staff uses a series of program monitoring and evaluation tools to effectively determine progress of programs. They are based on the North American model of Management By Objectives.

#### **a. Monthly Management Information System (MIS)**

Each partner submits to CRWRC a monthly report analyzing progress to date in relation to annual objectives. These reports are summarized and a brief, one-page document that is submitted to all management, reporting on: the current financial situation (spending consistent with plans?), staff morale, and, most importantly, "key indicators." (How are we doing in achieving pre-set goals?)

To CRWRC, a key indicator is a significant measurable result that reflects an improvement in the quality of people's lives. We ask our partners to report monthly on progress toward these key indicators.

For an income generation program, the key indicator is improvement in income.

For an agriculture program, in addition to improvement in income, it is crop yield.

For a health program, it is a reduction in the level of child mortality or malnutrition.

In each of these program areas the monthly results are evaluated against a baseline measurement and the annual plans. Then a score is given:

-1	=	Deterioration
0	=	Baseline
+1	=	Less than planned
+2	=	Progress as planned
+3	=	Better than planned

The purpose of this monthly single page report is to update management of CRWRC and our partners on the progress of the individual groups and partner groups who are reporting.

**b. Monthly Financial Reports**

These reports accompany MIS reports and are compiled into quarterly reports to justify subsequent disbursements.

**c. Key Impact Indicators**

Capacity building is the focus of this project, and it will be intensively measured and analyzed at all levels throughout the entire project grant. A series of indicators measuring individual capacity, community capacity and organizational capacity will be matched against initial baseline data tracking progress annually, and similar baseline comparisons will take place during the mid-term and final project evaluations. The determination of the success of the grant will be directly connected to the results seen in this series of capacity building indicators.

The most significant portion of partner participation in this program is the effective use of Key Impact Indicators. These indicators will provide a "measuring stick" against which the success of the program will be measured. These indicators are applied at the family, community and institutional levels to insure that sustainable progress is being made, and they are therefore closely monitored.

**Individual Family Capacity Indicators**

Family welfare will be tracked by a computerized system annually with a series of 5-7 key family indicators used. These indicators will include number of months family

experienced food security this year; number of months and number of children healthy this year, family income this year, number of acres in production this year, etc. From this tracking system, we will be able to determine, by community, the impact of our programs at the family level. Further refinement of this tracking system will take place in the first 6 months of the project.

#### **Community Capacity Indicators**

We will track the progress of the community in key areas of management, resource development, response to local needs and initiatives, coordination and cooperation with other area resources, other NGO's, the government, other churches, etc. Further refinement of the CCI system has begun and continues. Measurement will be the same as that used for the OCI detailed below.

#### **Organizational Capacity Indicators**

While the MIS is a monthly measurement of people-progress, the Organizational Capacity Indicator is a semi-annual measurement of group-progress. The OCI is the key tool that we have designed in our pursuit of an organizational development strategy. It measures the acquisition of key skills by CRWRC partner service organizations. Steady improvement in scores insures that when CRWRC discontinues its involvement with its partners worldwide, those partners will be able to survive and sustain their program objectives.

As indicated earlier, we believe there are four skill areas that must be monitored: technical competency, management skill, financial independence and board or community control.

The scoring system CRWRC uses is as follows:

+1	=	Not being done at all
+2	=	being done very inadequately; dependent on helper (CRWRC)
+3	=	needs improvement; working cooperatively with helpers
+4	=	ability is adequate; working in consultation with helpers
+5	=	ability is very good; working independently

CRWRC's goal is that each organization with which we work will eventually reach a "+5," at which point our intervention will no longer be necessary.

**OCI Methodology:** A master list of criteria is developed between CRWRC consultation staff and partner group staff from all appropriate levels. In the above four categories, a series of statements/questions are identified and a numerical rating agreed on, based on the scale defined above. These numbers are then added and averaged to obtain a score in each of the four categories. The list of criteria then becomes the key aspects of Organizational Development for each level of the partner groups. In each of the four levels of concentration, a final summary score is established. This score is also between 1 and 5 (i.e., 2.8). Movement within the target range of 1 to 5 then becomes part of the Organization Development evaluation

objectives (for example, "Nambale Diocese is to move from 2.7 in Management to 2.9 within the next 6 months"). This series of numbers represents to us the key indicator that progress is being made in the area of Organizational Development.

**d. Program Audit**

In addition to the MIS and OCI, CRWRC also conducts program audits. Each partner group is audited for the effectiveness of their programs every 18-24 months. This audit is designed to evaluate program progress and reporting accuracy, identify new avenues of direction, and take note of various strengths and weaknesses that exist in the organization. Resulting from these audits are the new and expanded objectives for the organization.

**e. Annual Independent Financial Audits will be done.**

**f. Phasing Out Process**

All of these measurable indicators are essential to our overall strategy--to build the capacity of our partners to the extent where they are able to function in the absence of our resources and intervention. We see the issue of phasing out and negotiating for this sustainability to be at three separate levels: the board governance level, the community empowerment level, and the beneficiaries improvement of quality of life level.

At the board level we are focusing specifically on management strategies to ensure effective programming as well as networking and resource development. Local fund raising and building relationships with others in a position to assist subsequent to the conclusion of this project will be a cornerstone in the project.

At the community empowerment level we see sustainability as a necessary part of the community's ability to solve their own problems and identify available local resources.

At the beneficiary level we think that we will see significant improvement in the lives of the beneficiaries which are sustainable and irreversible.

Central to this phasing-out process is our training program. Our training program is designed to respond to the needs assessments and streamline and target training that is effective in response to that needs assessment. These needs assessments will be done at the beneficiary, the community and the organizational levels. Targeted training which addresses specific felt needs of the various levels is most likely to provide effective results and be irreversible. Although this process is not fool-proof, it will provide us with a baseline negotiation position which will continue throughout the life of the project.

**C. Explain how this project will relate to other activities**

CRWRC-Kenya is involved in three other projects in Kenya that are in some ways related to this project.

1. The Eldoret Training Institute - We anticipate establishing in 1996 a training institute for clergy in the areas of continuing education primarily in leadership, understanding and participation of clergy in development activities and strategies. This institute will be self-supporting and it will focus primarily on training of clergy from the Anglican Church in Kenya and Uganda and the Reformed Church based in Eldoret, Kenya. The Reformed Church continues to be a partner of CRWRC in implementing development programs primarily in the Pokot and Turkana region of Kenya.

2. We continue to work closely with Ambassadors Development Agency and Daraja Trust in the areas of sustainability of their development programs. At the present time ADA is very active in reference to other places in this project. The work of Daraja Trust has currently stalled pending some resolutions of outstanding issues by the Board of Directors. We are anticipating that they will continue to work in the areas of urban shelter and income generation in the city of Nairobi.

3. Kenya Enterprise Empowerment Program (KEEP): CRWRC-Kenya has for the past one and half years been exploring the possibility of being involved in enterprise development, particularly in the area of technology transfer and capital investment in the *Jua Kali* sectors of Kenyan business, especially metal working and agribusiness.

We have made substantial progress in linking this strategy with our donor community base in North America and are expecting to prepare and submit a project to the Private Enterprise Office of the US AID. The percentage of the staff time un allocated to the capacity building project will be allocated to the KEEP project.

Worldwide, CRWRC carries out development programs in 30 countries. In addition CRWRC maintains a disaster relief branch responding to emergencies both in North America and abroad. CRWRC provides consultation to its local North American churches to assist them in helping the poor in their communities to become self-sufficient. Significant among the relief activities regionally has been our involvement in the resettlement of clash victims in the Mt. Elgon region of Kenya and a resettlement program in Rwanda. We will continue to react as appropriate to these situations as resources and needs are available.

**D. What other PVOs are involved?**

At the present time the CPK in other parts of Kenya receives significant aid from these organizations: EZE, Christian Aid, Bread for the World, Norwegian Church Aid, the Anglican Church of Canada and the Episcopal Church of the USA. At this

point none of these other funding institutions are involved in the support of these eight dioceses.

**E. Identify similar activities by others in the project areas**

There are other PVOs working in isolated pockets in many of these dioceses, although none in as comprehensive and widespread fashion as this program is designed to support. We continue to monitor the activities in these dioceses in order to avoid duplication in our activities.

**F. Describe Consultation with Government Resources**

The CPK is well connected with the local administration of the Government of Kenya. In all cases our project proposal coincides with the district development plans in each of the districts that we will be implementing a program. Consultation and review by these District Development Committees will be an integral part of the implementation program.

**G. Beneficiaries**

1. How they are selected – Beneficiaries will be selected on the following basis: 1) their community is in one of the target dioceses; 2) the community is a priority one, based on the needs analysis; 3) they (individuals) are members of a group. Those individuals with largest number of children under 5 will be given priority for group membership. Members of the group will select the most vulnerable families for intervention first.

As noted earlier, we anticipate the profile of the future projects to be similar with our current projects in Nambale Dioceses and Ambassadors Development Agency, where women represent about 70-80% of our beneficiaries and target groups.

2. Beneficiary involvement with planning – A carefully worked out structure has been proposed which will insure that the project objectives are appropriate and the beneficiaries are part of the planning and management process.
3. Benefits from the Program – As indicated in other sections of the document, the individual family needs assessment and the individual family capacity indicator system will be key cornerstones of the implementation of this project. Family needs assessment will establish a baseline and the indicators will provide an annual measure of progress against that baseline.

Resources expected from beneficiaries — In all cases the beneficiaries will be expected to provide some resources, including personal initiative and resources of land, and time, both for their own development and for their input into the community's development.

## **H. Budget**

See annex to project proposal, including budget notes.

## **L. End of Project Status**

- **At the Individual Diocesan Level** — At the conclusion of the project we will have established effective community level development programs with effective management systems in place to accurately assess the deployment of resources in 8 CPK dioceses affecting the lives of 30,000 Kenyan families directly. In addition, we will have established a sustainability resource pool for the continuation of this program of not less than two additional donors supporting the work of each diocese. Finally, we will establish a local-support program in each diocese that will contribute not less than 30% of the continuing needs of the CCS program in each diocese.
- **At the Cluster level** — We will have established a solid working relationship for the implementation of community-level development programs and effective resource management in a coordinated fashion with 4 dioceses in the Western Province and 4 dioceses in the Central/Coastal Sector.
- **At the CCS National Provincial Office level** — At the conclusion of the four-year funding cycle, we will have established an effective training and management development staff with the ability to effectively assist the entire CPK development structure nationwide.
- **At the ADA consultation level** — We will have effectively used the resources of ADA in community facilitation training so that a minimum of 30% of ADA's annual program administration resources will result from the training and consultation business.
- We are not expecting any diminishing of activities at the conclusion of the program because of the strong emphasis on local resource development and the development of the individual organizations in networking and resource development.

## **J. Logframe**

See annex.

## **K. Other Donors**

Because our role with this project is essentially facilitating, there is a need for additional resources to assist on a diocese-by-diocese basis. We are anticipating approaching other donors to assist in this. Among those we will be approaching will be the Ford Foundation, EZE, Bread for the World, The Episcopal Church of America and the Anglican Church of Canada.

## **L. Assumptions**

We continue our development activities with the assumption that political and financial stability will continue in Kenya. Severe fluctuations in the Kenyan currency adversely affected our last project, but we were able to compensate through budget realignments. In addition, we assume that we will be able to access the necessary financial and technical resources. Our past performance gives us confidence that this is the case.

## **IV. Institutional Statement Outline**

### **1 Organized under Kenya Law**

CRWRC is registered under the Societies Act as per the attached Copy of the Certificate No. 12692 as Reformed World Relief Committee as a Relief and Development Agency (NGO). See Annex 3.

We are designated as "Reformed World Relief Committee" because during the time of registration the Kenyan Government was not registering any church-related evangelistic organizations. Although our purpose is development, rather than church planting, the word "Christian" was seen as a potential obstacle, and so was dropped on the advice of the registrar.

### **2 Tax-Exempt Status**

We are exempted from Kenyan duty and all form of taxes as per certificate #01774 dated 5 July 1989 issued by the Income Tax Department. See the attached certificate #4.

### **3 Financial Structure**

#### **a) Audited Financial Statements**

The financial audit for fiscal year 1993-4 is attached as annex #5

- b) **Board of Directors – Kenya**  
See the Constitution of the "Reformed World Relief Committee." Annex #6.
- c) **Annual Report of Programs**  
CRWRC requires a semi-annual report of programs and an annual report of programs. The semi-annual report of February 1992 is attached as annex #7.

**4 Written Policies**

- a) **Financial Accounting**  
Please see enclosed constitution, page 12. Annex #8  
Further documentation will be solicited from home office if necessary.
- b) **Procurement of goods and services**  
All procurement of goods and services is by the tender and quotation process.
- c) **Property management**  
See the attached Handbook of organizational policies. Annex #9
- d) **Personnel**  
See the attached Handbook of organizational policies.  
See the attached for policies for national staff. Annex #10
- e) **Travel**  
See the attached Handbook of organizational policies.  
See the attached for policies for national staff.

**5 How Organized**

- a) **Number of Staff**  
**CRWRC**  
We maintain a staff of one expatriate and three nationals at the CRWRC staff level for Kenya. We will be adding a Project Developer if we are successful in attracting US AID funding. In addition we have an East African Regional Director, based in Nairobi, who is responsible for activities in Kenya, Zambia, Malawi, Mozambique, Tanzania, Uganda and Sudan.
- b) **Geographical locations of operations**  
In Kenya, we are working in Nairobi; the Western Province, including the Districts, Kakamega, Bungoma, Busia, Mt. Elgon, the Eastern Province, including the District of Kitui, Machakos, Makueni and Loitokitok.
- c) **Affiliations with other local or international PVO's**  
We maintain a network with other NGOs based in Nairobi through direct personal contacts and membership in the NGO network, the NGO standing Committee.

**6 Estimate of Total Operating Budgets - Worldwide**  
An updated annual report is provided as annex #11.

**7 Project Involvement over the past 5 years.**  
CRWRC operates a world development program with staff and program activities in more than 30 countries. We have national partnerships with over 100 partners. We operate an annual budget of over US\$9 million.

**We have included the Programs Report of 1990-91 as Annex 10 to inform you of our world wide reach and activities.**

N Budget	Year 1			Year 2			Year 3			Year 4			Total		
	US AID	CRWR	Partner	US AID	CRWR	Partner									
<b>Home Office Expenses</b>															
1 Employee Salaries & Fringe	20,200	10,220		27,000	9,700	1,400	23,300	4,700	4,300	25,170	5,000	7,300	100,700	29,200	13,600
2 Supp. Reg. Dir. & Int. Prog. D	4,000	1,431		3,701	1,224	204	3,270	613	613	3,023	1,270	1,022	14,072	4,040	1,000
3 Fieldstaff - Travel & Prof.	0	1,100		0,320	2,700	400	7,200	1,300	1,300	0,430	2,810	2,100	32,000	10,010	4,000
Sub-total	24,200	11,751		30,991	13,624	2,004	33,770	6,613	6,613	30,623	6,570	10,422	146,772	43,250	18,600
<b>CRWR Kenya Field Expenses</b>															
4 Travel	4,000	1,000		4,070	1,320	220	3,920	1,100	610	3,700	800	1,100	10,000	4,000	1,000
5 Vehicle Operating Expenses	0	0		4,020	1,000	200	4,000	1,200	700	3,020	1,000	1,200	17,200	5,000	2,000
6 Housing and Security	4,000	1,000		3,700	1,200	200	3,200	1,000	600	2,900	900	1,000	12,000	4,000	1,000
7 Office Expenses	4,000	1,200		0,920	1,020	220	0,200	1,100	900	4,000	1,200	1,000	12,000	4,000	1,000
8 Capital Expenses	0	0		0,100	1,000	200	4,000	1,000	0	4,000	1,200	1,000	22,000	7,000	2,000
9 Kenya Office - Support Staff	4,000	1,000		3,700	1,200	200	3,200	1,000	600	2,900	900	1,000	10,200	4,000	2,000
10 Professional Services	2,000	0		2,220	720	40	1,920	600	310	1,700	600	1,000	12,000	4,000	1,000
11 Training and Conferences	1,000	0		1,000	400	0	1,200	600	200	1,000	200	0	0,200	2,000	1,000
Sub-total	21,000	11,400		20,000	10,020	1,670	20,720	6,300	6,010	24,270	6,100	6,300	100,200	34,700	10,000
<b>Project Expenses</b>															
12 Food Security - Agriculture	10,000	3,000		0,200	3,000	0	0,000	2,000	1,000	7,200	2,000	2,000	34,000	11,000	4,000
13 Income Generation - Capital	0	0		7,000	2,000	400	1,000	2,000	1,200	0,000	1,000	2,000	27,000	0	3,000
14 Promotional Health Care	7,000	2,000		6,470	2,100	300	0,600	1,700	1,000	0,070	1,000	1,700	24,000	7,000	3,000
15 Community Development	10,000	0,400		10,000	4,000	0	10,000	4,000	2,000	11,000	3,200	4,000	50,000	17,000	2,000
16 Institutional Development	0	0		0,000	2,000	400	7,000	2,000	1,400	0,000	1,000	2,000	20,000	10,000	0
17 Staff Salaries	10,000	4,000		10,000	4,200	700	11,200	3,000	2,000	10,000	3,000	3,000	40,000	10,000	0
Sub-total	37,000	22,400		33,670	19,200	3,200	32,500	14,000	9,600	40,270	14,200	20,000	220,200	71,000	20,000
<b>TOTAL</b>	61,200	34,151		64,661	32,824	5,204	66,270	20,613	16,213	70,893	16,670	30,422	366,972	114,250	38,600
<b>MICRA Factor Calculation</b>															
Total															
less capital														400,000	
MICRA														20,000	
total														420,000	
other capital														00,000	
total														420,000	

## Notes to the Budget

- 1 Staff Salaries and Fringes are calculated for North American Staff and are based on the project allocation as follows:  
Program Director – 30%  
Project Developer – 85%
- 2 Home Office Supervision expenses include the East African Regional Director @ 12% and the International Program Director @ 2%. These expenses are not calculated in the NICRA audit conducted by US AID, Washington.
- 3 Field Technical Staff includes our professional auditor who will allocate 15% of her time to training and monitoring the financial procedures of this project and the staff addition of a Planning and Monitoring and Evaluation Officer who will participate in the training and development of our monitoring and evaluation systems. Her time is calculated at 30% of total salary for this project. This part time position will also be shared by the Enterprise Empowerment project. This position will be a contract position for the initial 3 year period, after which the activities of this position will be absorbed in the Provincial Office structure.
4. Travel includes in-country travel, accommodations and any required international travel for all staff in the CRWRC, Kenya office pro rated on the above referenced percentages.
- 5 Vehicle Operating Expense includes all vehicle gas and oil, maintenance and repairs, insurance. We are anticipating operating a four wheel drive vehicle which will be purchased for the Project Developer in the initial stages of the project. In addition, Kenya office expenses in this category are prorated as above.
- 6 Housing and Security includes housing allowance for all staff at the prorated percentages. It also includes an allowance for security for all staff in their houses.
- 7 Office Expense includes rent, telephone, office supplies, utilities and a contingency for miscellaneous expenses.
- 8 Capital Expense includes the purchase of a transport vehicle for the Project Developer, as well as computer and office equipment for all staff.
- 9 Kenyan Office Support Staff is the staff salaries and benefits for support staff to the project team. This includes clerical and driving staff. This expense is prorated over all CRWRC, Kenya project activities.
- 10 Professional Services includes financial audits, external program audits of CRWRC, Kenya accounts, computer and machinery maintenance and repair.
- 11 Training and Conferences - CRWRC provides continuing education and participation in regional and international conferences to maintain and develop staff skills.

12 Agriculture and Food Security represents the resources we have provided for individual family development. In all cases, these resources are only allocated for training at the local and family level. Inputs which emerge from the initial planning will be supported by resources from other sources as needed and available.

13 Income Generation is the resources allocated to training and assisting families in financial development. In many cases, this takes the form of capital formation and retention. These resources are allocated to assist and encourage this development.

14 Preventive Health Care is the resources needed to conduct ongoing training programs in family preventative health.

15 Community Development is the resources needed to facilitate and conduct training and mobilization at the community level.

16 Institutional Development is the resources needed for strengthening the partners in their project activities.

17 Staff Salaries is a portion of the staff salaries supported by this project.

#### End Notes

The Budget is spread in the following percentages for the life of the grant

	US AID	CRWRC	Partners	Total
Home Office Expenses	148,675	43,760	19,030	211,465
Karya Field Expenses	115,230	36,740	15,030	167,000
Project Expenses	222,870	71,060	29,070	323,000
NICRA	40,143			40,143
Total	326,918	151,560	63,130	741,608

This represents

US AID portion as 71.0%  
CRWRC portion 20.4%  
Partner groups 8.5%

Means of Verification (M)	Important Assumptions
<p>OC: reports by partner and CRWC staff submitted semi-annually.</p> <p>Training reports of partner group and CRWC consultant submitted quarterly.</p>	<p>(Goal to Supergoal)</p> <p>1.1 Formation of intermediary groups is the key to sustainable functioning of local community development groups independent of CRWC and of partner group.</p> <p>1.2 Local groups share assumption 1.1 and share goal of independent sustainability.</p>
<p>CRWC staff OC: reports regarding partner, incl. action plans, submitted quarterly.</p> <p>Partner reports, incl. assessments (using CCI) and action plans, submitted to CRWC consultant quarterly.</p>	<p>(Purpose to Goal)</p> <p>1.1 Partner group shares CRWC's goals of independence of local groups and of formation of intermediary associations, and is willing to undertake actions necessary to achieve it.</p> <p>1.2 CRWC's current (provisional) OC: is a good base and worth improving.</p> <p>1.3 At least some aspects of capacity evaluation are applicable to a variety of contexts.</p>

<p>1.1 Local-group assessments and lists of trainees submitted.</p> <p>1.2 Training reports.</p> <p>2.1 OC: reports on research.</p> <p>2.2 Revised OC.</p> <p>2.3 Field reports by CRWC staff and outside consultant.</p> <p>2.4 Field reports of CRWC staff.</p>	<p>Activity to Output:</p> <p>1.1 Local groups remain committed to leadership-building.</p> <p>2.1 (for all activities having to do with development of OC) That current provisional OC: is worth further development; that measurement of partner capacity is possible and desirable, and will lead to improved functioning of partner as it relates to local development groups.</p>
<p>3.1 • Family Capacity Indicators • Community Capacity Indicators • Organizational Capacity Indicators • Program and Financial Audits • Evaluations • Monitoring Systems • Management Information Systems • Stewardship Development Systems</p>	<p>3.1 (for all activities related to development of CCI) That a CCI is worth developing; that partners will be willing and able to apply it to local groups; that local groups will cooperate with its application.</p>
<p>4.1 Training reports.</p> <p>5.1 Training reports.</p>	<p>4.1 Field staff remain committed to OC/CCI: concept and will apply learning.</p> <p>5.1 Partner groups participate in training; effective trainers available.</p>

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	<p>place to accurately assess the deployment of resources in 13 CPK dioceses affecting the lives of over 10,000 Kenyan families directly. In addition, we will have established a sustainability resource pool for the continuation of this program of not less than two additional donors supporting the work of each diocese. Finally, we will establish a stewardship program in each diocese which will contribute not less than 10% of the continuing needs of the CCS program in each diocese.</p> <ul style="list-style-type: none"> <li>• At the Cluster level - We will have established a solid working relationship for the implementation of Community level development programs and effective resource management in a coordinated fashion with 5 dioceses in the Western Providence and 5 dioceses in the Central/Coastal Sector.</li> <li>• At the CCS National Provincial Office level - At the conclusion of the five year funding cycle, we will have established an effective training and management development staff with the ability to effectively assist the entire CPK development structure nationwide</li> </ul>		
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### Annex III

#### Sample indicator questions for organizational capacity evaluation:

- a. **Management Skills**
  - (1) Does the organization have clear purposes and objectives which are understandable, measurable and achievable?
  - (2) Are individual beneficiaries in the communities effectively provided with the training and the resources needed to alleviate individual poverty?
  - (3) Is there a measurable system to indicate progress at the individual family level?
  - (4) Has a sense of community been developed at the local level, such that individual needs are addressed and community resources are mobilized equitably?
  - (5) Are effective planning procedures available at all levels that provide a background for program management?
  - (6) Are monitoring systems and evaluation procedures in place to support these measurable indicators?
  - (7) Do individual organizations demonstrate the ability to manage and control their own financial situations?
  - (8) Do they have adequate budgets and controls to deal with fluctuations and adjustments in incomes?
  - (9) Do their budgets adequately reflect appropriate local expenditures?
  - (10) Are the staff management policies in place and do they effectively address the needs of staff while effectively maintaining the dignity of the staff workers?
- b. **Technical Competence**
  - (1) Are there measurable indicators to track the progress in technical skill areas?
  - (2) Is there a complete initial needs analysis to indicate what the technical needs of the individual beneficiaries?
  - (3) Has the completed needs assessment been done which indicates the needs and priorities within the project area?
  - (4) Has the Government of Kenya participated in these basic needs and sectors assessments?
  - (5) Is the Government of Kenya in each project area capable of providing technical resources at minimal cost?
  - (6) At the facilitation level, are there adequate staff in the technical areas who can be deployed to train and facilitate for the other dioceses?
  - (7) Is there a spirit of innovation within the entire resource network, capable of adapting to new technical needs as they arise?
- c. **Networking and Resource Development**
  - (1) Is there a plan for, and what is the progress against, the plan for financial independence at each individual level?

- (2) What is the system for proposal origination within each operating organization?
- (3) What is the current knowledge of the individual groups regarding resources available in the project area?
- (4) What is the communication pattern with other NGOs throughout the country by the individual implementing groups?
- (5) What is the access of the individual groups to communications equipment and technology?
- (6) How has the coordination of the individual groups at the next level been implemented?
- (7) What is the role of the CPK Provincial Office in the development and maintenance of this network and these resources?

**d. Board and Community Control**

- (1) Is there an effective selection process for board membership which allows for individual beneficiaries and communities to provide input into the policy making levels throughout the implementation network?
- (2) Is there an identifiable selection process which allows for both continuity and rotation at the various levels of control?
- (3) Are conflicts and community needs properly managed at the various levels of the network?
- (4) Are financial resources properly managed and oversight and control properly implemented?
- (5) Are those responsible for policy development properly conversant with the overall program strategies and the needs of the individual beneficiaries?

CWRC PROJECT YEAR BUDGET - 1 October, 1995 to 30 September, 1996

Budget	Total - 3 Years	USAID	CWRC	Average per year	
				USAID	CWRC
<b>Home Office</b>	X	X	X		
Exec. Salaries	8109,391	870,250	839,101	823,430	813,034
Reg./Prog. Director	810,414	810,544	88,870	83,515	81,957
Tech/Pro. Staff	828,024	822,512	812,322	87,504	84,174
<b>SUB TOTAL</b>	<b>8160,839</b>	<b>8103,345</b>	<b>837,483</b>	<b>826,448</b>	<b>819,164</b>
<b>Field Office</b>					
Travel	817,984	811,502	88,482	83,834	82,154
Vehicle Operation	819,959	812,780	87,179	84,280	82,332
Housing	819,959	812,780	87,179	84,280	82,332
Office Expense	824,949	815,975	88,974	85,325	82,991
Equipment	827,943	817,892	810,051	85,984	83,350
Support Staff	814,970	89,585	85,185	83,195	81,795
Professional Services	89,380	88,390	83,590	82,130	81,197
Training and Conferences	88,388	84,475	82,513	81,491	8028
<b>SUB-TOTAL</b>	<b>8142,710</b>	<b>891,377</b>	<b>851,333</b>	<b>830,459</b>	<b>817,111</b>
<b>Project Expense</b>					
Agriculture	839,319	895,580	814,359	88,520	84,788
Income Generation	844,909	828,759	818,184	89,585	85,385
Health	829,939	819,170	810,789	86,390	83,590
Community Development	849,839	831,950	817,949	810,850	85,882
Institutional Development	879,939	819,170	810,788	86,290	83,590
Staff Salaries Partners	854,880	828,118	819,744	811,705	88,581
<b>SUB-TOTAL</b>	<b>8249,485</b>	<b>8159,721</b>	<b>889,744</b>	<b>853,260</b>	<b>829,915</b>
<b>TOTAL</b>					
Indirect Costs	8553,014	8354,443	8198,570	8118,148	886,190
		831,018		871,243	
<b>GRAND TOTAL</b>	<b>8584,030</b>	<b>8385,480</b>	<b>8198,570</b>	<b>8128,487</b>	<b>886,190</b>

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CRWRC PROJECT YEAR BUDGET — 1 October, 1995 to 30 September, 1998					
Budget	Total - 3 Years	US AID CRWRC		Average per year	
		US AID	CRWRC	US AID	CRWRC
<b>Home Office</b>					
Expert Salaries	\$ 110,000	\$ 72,600	\$ 38,300	\$ 24,200	\$ 12,100
Reg./Prog. Directors	\$ 16,500	\$ 10,890	\$ 5,445	\$ 3,830	\$ 1,815
Tech/Pro. Staff	\$ 35,200	\$ 23,232	\$ 11,616	\$ 7,744	\$ 3,872
<b>SUB-TOTAL</b>	\$ 181,700	\$ 108,722	\$ 53,361	\$ 35,574	\$ 17,787
<b>%</b>		66%	33%		
<b>Field Office</b>					
Travel	\$ 18,000	\$ 11,988	\$ 5,994	\$ 3,998	\$ 1,998
Vehicle Operation	\$ 20,000	\$ 13,320	\$ 6,660	\$ 4,440	\$ 2,220
Housing	\$ 20,000	\$ 13,320	\$ 6,660	\$ 4,440	\$ 2,220
Office Expense	\$ 25,000	\$ 16,650	\$ 8,325	\$ 5,550	\$ 2,775
Equipment	\$ 28,000	\$ 18,648	\$ 9,324	\$ 6,218	\$ 3,108
Support Staff	\$ 15,000	\$ 9,990	\$ 4,995	\$ 3,330	\$ 1,665
Professional Services	\$ 10,000	\$ 6,660	\$ 3,330	\$ 2,220	\$ 1,110
Training and Conferences	\$ 7,000	\$ 4,662	\$ 2,331	\$ 1,554	\$ 777
<b>SUB-TOTAL</b>	\$ 143,000	\$ 95,238	\$ 47,819	\$ 31,746	\$ 15,873
<b>%</b>					
<b>Project Expense</b>					
Agriculture	\$ 40,000	\$ 26,640	\$ 13,320	\$ 8,880	\$ 4,440
Income Generation	\$ 45,000	\$ 29,970	\$ 14,985	\$ 9,990	\$ 4,995
Health	\$ 30,000	\$ 19,980	\$ 9,990	\$ 6,660	\$ 3,330
Community Development	\$ 50,000	\$ 33,300	\$ 16,650	\$ 11,100	\$ 5,550
Institutional Development	\$ 30,000	\$ 19,980	\$ 9,990	\$ 6,660	\$ 3,330
Staff Salaries - Partners	\$ 55,000	\$ 36,630	\$ 18,315	\$ 12,210	\$ 6,105
<b>SUB-TOTAL</b>	\$ 250,000	\$ 166,500	\$ 83,250	\$ 55,500	\$ 27,750
<b>%</b>					
<b>TOTAL</b>	\$ 552,690	\$ 368,460	\$ 184,230	\$ 122,820	\$ 61,410
Indirect Costs		\$ 31,319		\$ 10,440	
<b>%</b>		100%		100%	
<b>GRAND TOTAL</b>	\$ 584,009	\$ 399,779	\$ 184,230	\$ 133,261	\$ 61,410
<b>%</b>		0.685	0.315		

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