

Food Security Resource Center

Selected Bibliography of Local Capacity Building Resources

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Capacity Building Workshop, November 1999***

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Food Security Resource Center (FSRC) Selected Bibliography of Local Capacity Building Resources

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Online Resources

New Partnerships Initiative resource guide. New Partnerships Initiative: A strategic approach to development partnering (Volumes I and II). 1997. [200]p.

Report from USAID New Partnerships Initiative (NPI), an “integrated approach to sustainable development that uses strategic partnering and the active engagement of civil society, the business community, and institutions of democratic local governance to bolster the ability of local communities to play a lead role in their own development”. Discusses field testing and presents programming tools for cooperating with government agencies and NGOs at the international, national, and local level. Includes local capacity building strategies. Available on-line at <http://www.usaid.gov/pubs/mpi/npisrc.htm>.

Partnering for results: A user’s guide to intersectoral partnering. 1998. Charles, Chayna L.; McNulty, Stephanie; Pennell, John A.; USAID/PPC/CDIE/DI/RRS. [30]p.

Provides background information on intersectoral partnering. Discusses the relationships between business, civil society, and government actors. Examines issues involved when forming intersectoral partnerships as well as challenges and lessons learned. Available on-line at <http://www.usaid.gov/pubs/isp/guide.htm>.

Second-Level Organizations: A Partnering Option. September 1995. Stuckey, Joseph D.; Luna, Rafael; and Miguel Mondol. PACA and CARE USA. 62 p.

This study analyses the requirements for working successfully with second-level organizations (SLOs), defined as organizations whose members are other organizations. It first defines SLOs vis-à-vis other types of organizations, discusses their critical structural aspects, and describes the process of working with and selecting an SLO as a partner. Appendices list the objectives and methodology of the study, participants in the collective consultancy, and summarize the literature used to support the study findings. Available online at <http://www.foodaid.org/capacitydocs3.htm>.

Measuring institutional capacity. 2000. USAID Center for Development Information and Evaluation (CDIE). *Recent Practices in Monitoring and Evaluation TIPS*, #15. 25p. FSRC #7920.

This paper defines and discusses capacity assessment in general and presents several approaches for measuring institutional capacity. The measurement features of each approach to help USAID managers select the tool that best fits their diverse management and reporting needs are assessed. Available online at http://www.dec.org/pdf_docs/pnacg612.pdf.

Local capacity development: Principles and standards. 2000. Kinghorn, Meg; Catholic Relief Services (CRS). 14p. FSRC #7220.

Presentation to FAM's Local Capacity Building Working Group concerning CRS' approach to capacity development with partners. Available on-line at <http://www.foodaid.org/capacitydocs3.htm>.

The new generation of institutional development: ID interventions linked to organizational effectiveness and performance indicators. 2000. Greeves, Luke; American Red Cross. 3p.

A part of the presentation to FAM's Local Capacity Building Working Group, this paper describes the outcomes of a study undertaken in 1998 to review how the Red Cross conducts institutional development work with sister societies and design a framework to increase the impact of ID interventions. Available online at <http://www.foodaid.org/capacitydocs3.htm>.

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<http://www.foodaid.org/capacitydocs3.htm>.

Print Resources in the FSRC¹

Grabbing the tiger by the tail: NGOs learning for organizational change. 1996. Kelleher, David; McLaren, Kate; Bisson, Ronald; Canadian Council for International Co-operation. 192p. FSRC #7849.

Focuses on “managing organizational learning and change”. Discusses internal dynamics and obstacles of organizations and how to respond to these challenges; culture, strategy, and relationships/systems of an organization; and the “change process” in an organization. Includes worksheets, case studies, and step-by-step descriptions.

Two faces of civil society: NGOs and politics in Africa. 1996. Ndegwa, Stephen N. 141p. FSRC #7843.

Looks at contributions by NGOs to democratization in Africa. Presents a comparison of two local NGOs in Kenya and argues that civil society has two faces - “one oppositional to the repressive state and the other accommodative”.

The art of association: NGOs and civil society in Columbia. 1991. Ritchey-Vance, Marion. Country Focus Series #2. 157p. FSRC #7841.

This book describes the context in which NGOs work in Colombia, traces their growth and evolution, and explains the work of the Inter-American Foundation in this country.

Capacity-building: An approach to people-centered development. 1997. Eade, Deborah. Oxfam Development Guidelines. 226p. FSRC #7826.

This book considers specific and practical ways in which non-governmental organizations can contribute to enabling people to build on the capacities they already possess. It reviews the types of social organization with which NGOs might consider working, and the provision of training in a variety of relevant skills and activities. The particular importance of using a capacity-building approach in emergency situations, and of the dynamic and long-term nature of the process, is also emphasized.

Nongovernments: NGOs and the political development of the Third World. 1998. Fisher, Julie. 237p. FSRC #7825.

Discusses the role of NGOs in “the awakening of a civil society” in the developing world. Outlines composition and types of NGOs. Includes the following chapters: NGOs, civil society, and political development; government policies toward NGOs; impact of NGOs on governments; promoting democratization and sustainable development; subnational governments and NGOs; and civil society, democracy, and political development.

Exit strategies: Transitioning from international to local NGO leadership. 1997. Holloway, Richard. Pact. 83p. FSRC #7824.

Provides guidelines for transitioning international NGO projects into locally-managed programs. Presents case study of Pact’s Private Rural Initiatives Project in Bangladesh as the project transformed into a locally managed organization. Discusses the following issues: governance, leadership, legal identity, management, programming, budgeting, and funding.

¹ Note that resources in this bibliography are in order by FSRC Call Number, from highest to lowest. The call number does not necessarily reflect the age of the document.

Beyond the prince and merchant: Citizen participation and the rise of civil society. 1998. Burbidge, John (ed.); Institute of Cultural Affairs International; Pact Publications. 314p. FSRC #7823.

Beginning with a description of the origins and evolution of the concept of civil society, the book explores "the global mosaic" of civil society today, as well as its new frontiers--the role of women and youth, local community, microenterprise, participatory methods, indicators of healthy civil society. Gives insights about the role of civil society in achieving sustainable, people-centered development through mechanisms and processes of good governance.

Framework for national society capacity building. 1997. International Federation of Red Cross and Red Crescent Societies. 35p. FSRC #7655.

This publication presents the process by which the Federation will approach its critically important function of assisting National Societies in their institutional development, financial and human resource development, and programs and services. The intended audience is the government official, corporate executive or development expert who seeks a better understanding of the Federation's approach to capacity building.

Capacity assessment and performance indicators (CAPI2): Application guide for national society organizational self-assessment. 2000. International Federation of Red Cross and Red Crescent Societies. 56p. FSRC #7654.

This Guide for National Society Self-Assessment is intended to support Red Cross and Red Crescent national Societies to carry out an analysis and diagnosis of their capacity to deliver services and programs.

Measuring capacity building in health and population programs: Summary of a meeting held by MEASURE Evaluation. 2000. MEASURE Evaluation Project. 35p. FSRC #7646.

In November 1999, the MEASURE Evaluation project hosted a two-day meeting on Measuring Capacity Building in Health and Population Programs. The objective of the meeting was to present, analyze, and build consensus on a conceptual framework and indicators for measuring capacity building in the population, health and nutrition sector. This report summarizes the presentations and main points of discussion at the meeting.

Civil society and international development. 1998. Bernard, Amanda; Helmich, Henry; Lehning, Percy B. (eds.); OECD. 147p. FSRC #7557.

Seminar on policy implications of economic globalization and strengthening of global interdependent civil society. Discusses the role of civil society in development, the role of social capital and democracy, shaping civil society, civil society and global governance, civil society and democracy, the NGO sector's role in strengthening civil society, and civil society in Asia, Africa, Latin America, and Euro-Mediterranean region.

World development report 1998/99: Knowledge for development. 1999. World Bank. 251p. FSRC #7551.

World Bank's 1998/99 World Development Report. Focuses on "role of knowledge in advancing economic and social well-being." Examines narrowing knowledge gaps, information problems, and policy priorities. Includes world development data/statistics/indicators.

"Building capacity for civil society: The challenge of sustainability." Summer 1998. Reports. World Education, Inc. 35p. FSRC #7547.

Summer 1998 issue of Reports. Focuses on building capacity for a civil society. Includes articles on job creation in South Africa, support of southern civil society organizations, parent organizations in Mali, support of Namibian NGOs, civil society development work in Hungary, Mali, and the Philippines.

New partnerships for sustainable agriculture. 1996. Thrupp, Lori Ann (ed.); World Resources Institute. 136p. FSRC #7524.

Examines sustainable farming techniques. Includes sections on participation and empowerment; partnerships among institutions; policy and political support; partnerships for sustainable agriculture. Looks at case studies from Bangladesh, the Philippines, Cuba, Nicaragua, Peru, Kenya, Senegal, California, and Iowa.

World Bank participation sourcebook. 1996. World Bank. 259p. FSRC #7381.

Summarizes World Bank participatory approaches and discusses participatory planning and decision-making as well as techniques to enable the poor to participate. Includes appendices of methods and tools and working paper summaries.

Who changes? Institutionalizing participation in development. 199p. FSRC #7116.

Examines the main issues and concerns of development professionals involved in PRA (participatory reflection and actions): adapting PRA methods from micro to macro organizations and the type of changes required by an organization to implement PRA effectively. Also deals with: training, implementing projects, institutional change and participatory monitoring and evaluation.

Capacity building for food security – Nicaragua: Development activity proposal (DAP) FY1997 – 2001. 1996. Shaughnessy, Daniel E.; Project Concern International (PCI). 50p. FSRC #6924.

To address the severe problems of food security in Nicaragua, Project Concern and the Ministry of Health propose sustainable Maternal-Child Health activities that will impact positively on critical aspects of food security and nutrition. They will achieve this goal by improving the health and nutritional status of approx. 9,000 pregnant and nursing women and children by strengthening local capacity for food security, nutrition, health education, growth monitoring, and prenatal care.

Partnership or dependency? Cases from Eastern Europe, Latin America and the United States. Douglas, William A. (ed); Frondorf, Margaret Hardt (ed.) SAIS, Johns Hopkins University. 53p. FSRC #6854.

Summarizes conference on the relationship between donors and recipients in civic action projects. Presents case studies of projects focusing on community development and the reduction of dependency.

Setting the development agenda: Development vs. democracy? 1997. SAIS, Johns Hopkins University. 55p. FSRC #6853.

This report discusses the impact of the "New Policy Agenda" (or Washington Consensus) on development, which awarded NGOs a significant role in promoting sustainable development, fostering participation, and strengthening civil society. This report examines the challenges facing NGOs to maximize their opportunities and manage their constraints. Eight "New Directions" for capacity-building are outlined.

NGO-business hybrid: Is the private sector the answer? 1997. Davis, Lee; SAIS, Johns Hopkins University. 132p. FSRC #6852.

Studies the idea of NGO "self-financing" as one component of a strategy for NGO financial sustainability. Examines an international group of over 15 NGOs attempting to generate their own sources of income through commercial ventures and sales of services or products. Identifies key issues and obstacles in implementing self-financing approaches to supplement traditional public and private project-based donor funding.

Unit of development is the organization, not the project: Strategies and structures for sustaining the work of southern NGOs. 1997. Holloway, Richard; SAIS, Johns Hopkins University. 45p. FSRC #6851.

Discusses strategies for strengthening Southern NGOs and the limitations under which development in the South is implemented. The author examines the present situation of decision-making and funding. He reviews three approaches (exit strategy approach, foundation-building approach, and the Southern resource mobilization approach) to understand how they have been used, if there are regional variations in their use, and to see if they are more appropriate for one sector over another.

Building partnerships for poverty reduction: Participator project planning approach of the women's enterprise management training outreach program. 1995. Viswanath, Vanita; World Bank. World Bank Technical Paper #265. 67p. FSRC #6226.

Case study is about the intensive process of Wemtop design to promote local ownership of the project. Elements analyzed in this study are identification of field level functionaries. Evaluation of collaboration relationship and evaluation methodology acceptable financial and administration procedures.

Oxfam handbook of development and relief. Volume 1. 1995. Oxfam. 473p. FSRC #6223.

Volume 1 covers Oxfam's capacity building approach. Discusses institutional strengthening activities in the areas of planning, evaluation, financial planning and administration, computer management and information technology, and vehicle management.

Partnership for child survival in 98 rural communities of Northern Nicaragua. 1995. Catholic Relief Services (CRS); Caritas/Matagalpa. [100p.] FSRC #6097.

4-year project to improve the health of infants, children under two, and women of childbearing age in four municipalities in the northern Department of Matagalpa, Nicaragua. CRS proposes to maximize local involvement through collaboration with Caritas Matagalpa and the Nicaraguan Ministry of Health, and sectoral involvement of two additional Nicaraguan organizations. Project goals include control of diarrheal disease and pneumonia cases, improved maternal and newborn care, and improved nutrition.

Managing organizations in developing countries: An operational and strategic approach. 1989. Kiggundu, Moses N. 328p. FSRC #5582.

Examines management issues in the public and private sectors of developing nations. Discusses operating tasks; strategic management tasks; collaborative institutional arrangements; human resource development; transfer of technology, knowledge, and expertise; decentralization; managing structural adjustment and public sector reform; and development administration approaches.

World Bank's partnership with nongovernmental organizations. 1996. Participation and NGO Group, Poverty and Social Policy Department, World Bank. 38p. FSRC #5497.

Presents an overview of World Bank partnerships with NGOs. Discusses collaboration activities, program goals, and policy interaction.

New partnerships for sustainable agriculture. 1996. Thrupp, Lori Ann (ed.); World Resources Institute (WRI). 137p. FSRC #5496.

Profiles nine sustainable agriculture initiatives in Asia, Africa, Latin America, and North America, focusing on ecologically-centered IPM, soil and crop management, and participatory approaches. Each case involves collaboration among two or more institutions, including NGOs, governments, research and international development institutes. Individual cases highlight the benefits of active farmer participation in decision-making, gender sensitivity, and strengthening local community organizations.

Strengthening civil society's contribution to development: The role of official development assistance - Conference for official development assistance agencies. 1995. Pocantino Conference Center of the Rockefeller Brothers Fund, Overseas Development Council, Synergos Institute. 42p. FSRC #5495.

This conference reviewed policy of multilateral and bilateral assistance agencies pertaining to support for civil society organizations in developing countries. Discussion focused on the nature of civil society in developing countries, Northern NGOs' roles, donor-host government relations on civil society issues, and needs and goals for financing Southern organizations. Background papers address strengthening financing, policy issues in voluntary organizations, and civil society's role in development.

Coping with crisis; coping with aid: Capacity building, coping mechanisms and dependency, linking relief and development. 1996. Lautze, Sue. Hammock, John. Feinstein International Famine Center, Tufts University. 33p. FSRC #5493.

Analysis prepared for the UN Interagency Sub-Working Group on local capacities, coping mechanisms, and the linkages between relief and development.

PLA notes: Notes on participatory learning (formerly RRA notes). International Institute for Environment and Development. FSRC #5480.

Periodical that contains articles on several participation topics, including institutional development.

Indigenous knowledge and development monitor. Center for International Research and Advisory Networks; Center for Indigenous Knowledge for Agricultural and Rural Development; Leiden Ethnosystems and Development Program. [40]p. FSRC #5439.

Periodical focusing on indigenous knowledge, including some articles on institutional development.

Resource management and pastoral institution building in the West African Sahel. 1992. Shanmugaratnam, Nadarajah; Vedeld, Trond; Mossige, Anne; Bovin, Mette. World Bank. World Bank Discussion Papers No. 175. 77p. FSRC #5232.

"...reviews experiences in the formation of pastoral institutions in government-sponsored development projects ... with the particular objective of assessing their potential as custodians of natural resources and participants in sustainable resource management." Discusses experiences and lessons learned in institution building.

Imara (CARE Tanzania) financial and administrative checklist for implementing agencies. Imara/CARE Tanzania. 5p. FSRC #5152.

In order for each of Imara's implementing agencies (IAs) to receive sub grants, there must be adequate financial and administrative controls and systems in place. Imara requests that each approved IA conduct this self-assessment of project systems. The checklist questions refer to budget and accounting processes, insurance, human resources systems, administrative and management capacity.

Capacity Assessment Tool (CAT I and II): Baseline Data. CARE Somalia. 9p. FSRC #4887.

Score sheets for assessing capacity of partners in goals; fundraising; monitoring & evaluation; administrative, human resources, and accounting procedures; network affiliation; technical expertise; and management capacity. Numeric scores are assigned to each individual item to add up to a total and average score. A checklist describes what skills and capabilities are referred to in each category on the score sheets.

USAID efforts to promote agricultural policy reform and institutional development in developing countries : lessons for design and implementation. 1991. *Tilney, John S.; Block, Steven; Abt Associates, Inc.; USAID; APAP Project.* [41 p.] FSRC #4533.

“Evaluates USAID programs in the area of agricultural policy reform and institutional development in agriculture-related institutions.” This article summarizes a long-term effort by USAID's Agricultural Policy Analysis Project to assess critically USAID's activities in the areas of agricultural policy reform and institutional development. Specifically, this study seeks to identify project and program characteristics that are associated with either the success or failure of these various initiatives.

Development practitioners' handbook. 1996. *Kaplan, Allan.* 128p. FSRC #4093.

Presents a theoretical discussion of development issues. Includes a chapter on development of civil society, focusing on local capacity building.

Farmers and researchers: The road to partnership. 1994. *Collion, Marie-Helen; Merrill-Sands, Deborah.* “Agriculture and Human Values,” Vol. 11(2). 11p. FSRC #3646.

User participation is a critical ingredient for relevant technology development, whether in agriculture or industry. This has long been recognized in private sector R&D firms. In most public sector agricultural research organizations in developing countries, however, systematic involvement of farmers, especially poor farmers, in research has been weak.

Consultoria: Diagnostico y Propuesta Plan de Mejoramiento de la Gestion Municipal.

2000. *Ramos, J. Pisconte; Escuela Mayor de Gestion Municipal; CARE Peru.* 20p. FSRC #2185.

Proposal for a diagnostic study of organizational development in 60 Peruvian municipalities in Cajamarca, Huaraz, Puno, and Ayacucho. The work proposed is the analysis and improvement of critical processes of each municipality, including financial and human resources procedures, and development of institutional progress indicators. Attachments contain the assessment tools to be used in the proposed work. Document in Spanish only.

NGO Assessment Tools. 1998. *CARE Nepal.* 25p. FSRC #1900.

This document presents the tools that CARE Nepal developed to assess the institutional capacity of NGOs in their working areas. The revised NGO assessment tools includes the following major components: program planning, implementation, monitoring and evaluation; organizational structure and management; resource mobilization; and coordination and networking.

The Spider Model Manual: A Trainers Guide to Monitoring Community Organizations' Capacities. 1997. *CARE Nepal.* [100p.] FSRC #1899.

In CARE Nepal's projects community institution building is the fundamental approach in facilitating the processes that empower poor rural communities to assume an active role in addressing their own development problems. Using this approach the projects work with community groups to strengthen the communities' skills, confidence and organizational capacity to identify, plan, and manage development activities.

Partnering Tools Compendium: Partner Selection and Partnership Indicator Families.

1997. *Burke, Marshall; Stuckey, Joe; CARE.* 13p. FSRC #1897.

This document presents a compendium of tools to select and evaluate relations with partners, which emerged from the experiences of CARE in two projects in Latin America. The document provides a list of key institutional strengthening indicators.

Overlapping Expectations: The Cornerstone for Getting Results from Partnership. 1996-

1999. *Stuckey, Joe, CARE.* 14 p. FSRC #1894.

This document discusses under which contexts it is more effective and sustainable to work in partnerships. It also identifies hurdles to partnerships and different approaches and mechanisms to partnerships.

Organizational Change Assessment Questions. 1996. *Stuckey, Joe, PACA, CARE. 20p. FSRC #1891.*

This document contains questions for assessing organizational change. They are based on a logical hierarchy for thinking about the structure of an organization as an open system. The tools were developed between 1992-1995 by CARE's Central American Environmental Project (PACA).

Partnership initiatives fund (PIF) impact study. 1992. *Booth, William; DATEX Inc. PVO/NGO initiatives project: The impact reports. 56p. FSRC #1799.*

Outlines findings of impact study of the AID Partnership Initiatives Fund (PIF). Discusses collaboration among local and regional institutions and grassroots development efforts.

Catholic Relief Services survey of the Title II general relief and other child feeding programs of Ethiopia and Kenya. 1995. *Cekan, Jindra M.; Payton, David E.; Catholic Relief Services; USAID. [135 p.] FSRC #1597.*

"Surveys CRS general relief and other child feeding programs in Ethiopia and Kenya. Points out that Title II allows local institutions to carry out education, rehabilitation, and medical programs. Includes ranking of institutions based on "effectiveness/sustainability in enhancing food and livelihood security, and their participation in civil society". Argues that these resources are needed to support local institutions in the face of dwindling local resources and that, with a stronger civil society, institutional development efforts will help these institutions become less reliant on Title II."

Building capacity in the countryside: The role of Sahelian voluntary development organizations. 1993. *Adam, Hussein Mohammed; Field, John Osgood. 32p. FSRC #1497.*

Chapter 8 of "The Challenge of Famine: Recent Experiences, Lessons Learned." (FSRC # 1043.) This chapter examines the role of selected Sahelian voluntary development organizations as responses to the ongoing vulnerability of pastoralists and farmers to drought and famine. It considers their attempts to scale their activities to achieve greater effectiveness, and explores individual development orientations along with the evolution and impact of their vision in Senegal, Mali, and Burkina Faso.

Management of social and institutional rehabilitation-perspectives from seven African countries Preliminary report on the international workshop held at Debre Zeit, Ethiopia, February 20-25, 1995. 1995. *Korner, M.; Seibel, H. D.; Redie, Agedew; GTZ. [44]p. FSRC #1436.*

Discusses findings from a workshop to identify main options and constraints for the management of rehabilitation programs by national and local institutions. Includes information on institutional capacity-building.

Trends in PVO partnership: Umbrella project experience in Central America. 1989. *PACT. 44p. FSRC #1256.*

This publication provides an overview of developmental and institutional trends in Central America, specifically Costa Rica and Guatemala. It features two country case reports covering umbrella initiatives.

Capacity building for the dissemination of water and irrigation technologies: Final Evaluation. 2000. *International Development Enterprises. [100p.] FSRC #1254.*

This report reviews the Matching Grant Program of International Development Enterprises and offers strengths, weaknesses, and recommendations.

Knowledge societies... in a nutshell. 1998. *Credé, Andreas; Mansell, Robin; UN Commission on Science and Technology for Development; International Development Research Center.* 49p. FSRC #1176.

This book encapsulates the findings of the Working Group on Information Technology in its investigation of the claims and counterclaims about the risks and benefits of ICT. It argues that although the costs of building ICT infrastructure in the developing world are high, the costs of not doing so are much higher. This book focuses particularly on the dangers that will accompany a failure to develop ICT strategies tailored to the specific and changing needs of countries in the developing regions

U.S. Agency for International Development and the private voluntary community policies for a more effective partnership. 1993. *Joint Task Force; InterAction; USAID.* 33p. FSRC #1133.

This is a report of a joint PVO/USAID task force that summarizes the work of six working groups that were established by the A.I.D. Administrator to review agency relations with the PVO community.

Critical transitions: Human capacity across the lifespan. 1996. *Levinger, Beryl; Educational Development Center (EDC); UNDP.* 155p. FSRC #1047.

This book looks at human capacity development as it occurs across an individual's life spectrum. Attention is focused on three life junctures: the period from birth to the age of school enrollment; the years during which, under optimal circumstances, basic education takes place; and the period during which livelihood activities - finding and pursuing them - become a central preoccupation.

Assessment: PVCs' support of PVO capacity building. 2000. *USAID/BHR/PVC.* 82p. FSRC #1011.

Study assessing how interventions of PVC/BHR/USAID have affected the capacity of PVOs and NGOs. Emphasis on capacity building elements with grant recipients and NGO partners.

Partnership manual: CARE USA's program division. 1997. *Burke, Marshall; CARE.* 76p. FSRC #648.

This manual is designed to guide CARE USA country offices in the crafting and operationalizing of a partnership strategy to support CARE's household livelihood security programming framework. It is a compendium of material gleaned from the experiences of many sources and woven into CARE format to harmonize with the strategic planning process.

Capacity building for child survival – Eritrea: Title II development activity proposal (DAP) submitted by Project Concern International. 1996. *Krishnamurthy, N.; Shaughnessy, Daniel E.; Tauras, Thomas; Project Concern International (PCI).* 41p. FSRC #433.

This DAP aims to improve the health and nutritional status of children under 5 years of age by strengthening local capacity for nutrition education and growth monitoring; control of vitamin A and other micronutrient deficiencies; diarrhea case management; maternal and newborn care; and immunization. It is also intended to improve the health and nutrition status of pregnant and lactating women by strengthening local capacity for maternal care, and improve the general nutrition status of extremely vulnerable women and children.

Title II, CRS food for work manual for counterpart and operating partner—INDIA. 1988. *Catholic Relief Services (CRS).* 24p. FSRC #29.

Guidelines to the operating partner for implementation of CRS assisted food programs; Title II commodity management manual: India program. Manuals from CRS India programs detail 1) Commodity management; 2) Counterpart; 3) Operating Partner; and 4) Food for Work.