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Catholic Relief Services

Institutional Support Assistance Program:

**"Building Food Security Capacity Through
Collaboration"**

FAO-A-00-98-00046-00

Annual Performance Report for FY 2001

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CATHOLIC RELIEF SERVICES – USCC
INSTITUTIONAL SUPPORT ASSISTANCE AGREEMENT
FAO-A-00-98-00046-00
FY 2001 ANNUAL PERFORMANCE REPORT

I. INTRODUCTION

CRS covered significant ground in its ISA activities and achievements in FY 2001. CRS conducted a Midterm Evaluation of its ISA program to cover the period between the award's start up on 1 October 1998 and its 31 March 2001 midpoint. It also participated in the Midterm Evaluation for OICI, Africare and FAM. CRS' Midterm Evaluation Report emphasized the need to enhance CRS' capacity to monitor, evaluate and document its activities Title II programs supported under the ISA. It also stressed that CRS strengthen its personnel resources through recruitment, retention and professional development.

A third recommendation of the evaluation was a re-ordering and restructuring of CRS' ISA Strategic Objectives and Intermediate Results. The most significant change was to rearrange the strategic objectives so that those with the highest priority and those utilizing the greatest proportions of the award's resources are listed first. For clarity, CRS has broken out as a separate strategic objective (SO3), the work of expansion and innovation in Title II programming. Monetization improvement efforts have been grouped into one IR under SO1, and the African Monetization Technical Services Unit (AMTSU) Intermediate Result has been eliminated. The new strategic objectives and Intermediate Results are as follows:

SO1: Consolidation of advances in Food Security (FS) programming by CRS through the development and adoption of quality staffing, standards, and systems for Title II program design and implementation, and M&E. This SO is expected to utilize 60% of ISA resources and has the highest priority.

IR1.1: Enhanced capacity to design and manage effective and sustainable Title II programs in Agriculture and Environment (Ag&E), Food For Education (FFE), Health and Nutrition (H&N), and Local Capacity Building (LCB), plus high-quality and more timely Emergency and Transition interventions.

IR1.2: Enhanced capacity to design and implement monetization activities in support of Title II development and transition programs.

SO2: Increased inter-organizational collaboration in developing standard FS protocols and promoting their utilization by CRS and its PVO partners (FAM members including Opportunities Industrialization Center International (OICI)) in Title II programs. This SO is expected to utilize 30% of ISA resources and is next on the priority list.

IR2.1: Collaboration with FAM members to develop, adopt and disseminate standard protocols and best practices in M&E, monetization, LCB, and Ag&E.

IR2.2: Co-mentoring with OICI that enhances: OICI-HQ staff's capacity to design, manage, monitor and report on effective Title II programs, and CRS-HQ staff's knowledge of approaches to LCB.

SO3: Increased innovation and expansion in Title II FS programs by CRS. This SO is expected to utilize only about 10% of ISA resources and is last on the priority list.

IR3.1: Exploration of opportunities for innovation in Title II FS programming.

IR3.2: Exploration of opportunities for new Title II FS programs.

PQSD will continue to pursue its expansion and innovation capacities in carefully selected countries and as new and improved approaches to current sectoral and integrated Title II programming become feasible and are supported by USAID Washington and Field Missions. Initial focus will be on innovations around integrated food security programs meeting the needs of communities affected by HIV/AIDS.

Key Personnel Changes:

During the latter part of the fiscal year, there was a change in key personnel under the ISA. Lisa Kuennen-Asfaw, the former ISA/Title II Resource Manager was promoted to Deputy Director for the Program Resource Coordination Unit in PQSD. Anthony E. Koomson replaced her as the new ISA/Title II Resource Manager.

II. FY 2001 PROGRESS – Year Three

This report outlines key accomplishments of each theme and sector under the Intermediate Result. Planned M&E activities for FY 2002 are also outlined in this report. A financial report and narrative on the budget comparison are also included.

IR1.1: Enhanced capacity to design and manage effective and sustainable Title II programs in Ag&E, FFE, H&N, and LCB, plus high-quality and more timely Emergency and Transition interventions.

Agriculture and Environment (Ag&E):

At the end of the fiscal year a second Senior Technical Advisor (STA) for Agriculture and Environment (Ag&E) was hired to achieve PQSD's objective of having two STAs for Ag &E at HQ. This new STA came to CRS with solid experience in small farm research working with Consultative Group International Agriculture Research (CGIAR) system in Africa and Latin America. However, the sector lost the former STA as she moved on to become the Head of Technical Services Unit within PQSD. She will however continue to provide guidance and support to the sector. The sector is in the process of hiring a replacement.

The STA for Ag&E planned, facilitated and made presentations at regional strategic planning meetings in Southern Africa and South Asia. She also regularly reviewed new DAP proposals,

took part in multiple DAP defenses in Washington and reviewed progress reports in Title II Country Programs in all CRS' regions. She also provided guidance on strategies in agriculture in Latin America, particularly during the post-Hurricane Mitch food-assisted recovery efforts, and supported planning and ongoing efforts to improve emergency agriculture interventions in East and Southern Africa, as well as Central America. She was a team member for the India DAP final evaluation and provided input to the new DAP.

The STA assisted with personnel recruitment for Regional Technical Advisors (RTAs) in SE Asia, Latin America and the Caribbean, West Africa, and Southern Africa. She also played a major role in on-site orientation and training of the new RTAs, with technical support visits to Haiti, Honduras and Nicaragua.

A highlight of the year was an intensive, advanced level workshop held in India in February 2001 for all agriculture teams co-organized by one of the international agricultural research centers, the International Water Management Institute of Sri Lanka. The theme for the workshop was "*Environmentally-sound Small-Scale Irrigation*". The Ag&E sector is developing a workshop manual on the topic for dissemination to all the Title II PVOs. The sector has also developed the structure of a nine-module agriculture manual. Finally, a one-year consultancy was initiated in Central America to outline tools and strategies for incorporating watershed management into agriculture programs, as a tangible and critical ways of mitigating natural disasters like Hurricane Mitch through ecosystem rehabilitation. The staff designed an Ag&E intranet web page to support intra-agency learning

Food for Education (FFE)

CRS' Technical Advisors (TAs) for education, together with a program assistant, continued to contribute to the larger food-assisted education (FAE) community. One of the TAs participated in the stakeholders' meeting on school feeding, sponsored by the World Food Program, to identify priority research items for FAE, while both of them provided significant input for the Education Indicator Guide developed by FANTA. The TAs also contributed to the placement of numerous resources pertaining to FAE on CRS' website to increase information sharing and learning among agencies and donors. The TAs also produced a FAE Resource Guide that was placed on the CRS' intranet education web page for access by field staff.

The TAs assisted Burkina Faso, Ghana, Haiti and India in the development of their DAP proposals. This included the development of strategic planning tools, reviews of multiple draft proposals and revisions, and participation in DAP defenses in Washington, DC. They also made a technical visit to Haiti, which resulted in the development of a revised program strategy, goals and indicators. The technical assistance they provided helped to gain the final approval of new DAP cycles in Haiti and India, and DAP amendments in Ghana and Burkina Faso.

The highlight of the year was an agency-wide summit that was held for education staff in July 2001, during which participants articulated a vision and priority areas to guide CRS' education programming. A total of 30 participants from 15 different countries attended the weeklong education summit. It was a valuable opportunity not only to craft the future of CRS' education programming, but also for education staff to interact across regions and share best practices.

CRS' TAs in concert with the EDC (Education Development Center) produced a seminal document, *Food and Education: Background Considerations for Policy and Programming*. The document is intended for policy makers, designers and managers of programs that use food assistance to accomplish educational aims. It was distributed to CRS' field offices and shared with the larger food and education communities, including donors, UN agencies, and other PVOs. Its release came during an opportune year, as new Food for Peace DAPs were being developed by Burkina Faso, Ghana, Haiti and India.

CRS hired a new STA for education in September 2001 to replace the former one, who became the Program Quality Manager for PQSD. The new STA had participated in CRS' education summit as an external resource person. She joins CRS with extensive experience in all aspects of international education programming and specialization in international education, poverty and human development issues.

The TAs for education also helped in recruiting for RTA positions for South Asia and West Africa, and they developed a draft professional development survey with the assistance of EDC.

Health and Nutrition (H&N)

During FY 2001, CRS' STAs for health participated in the Integrated Management for Childhood Illness (IMCI) Interagency Working Group, which involves 37 US PVOs. As co-chair of the IMCI Working Group of the Child Survival Collaborations and Resource Group (CORE), the STAs played an important role in the development of a framework for household (HH) and community IMCI.¹

During January 2001, the STAs provided training to country program health personnel from Ethiopia, Kenya, Benin, Ghana, Guatemala, and Haiti in community IMCI, sampling methodologies, (Lot Quality Assessment Sampling (LQAS)) for M&E systems, reproductive health, including the Lacto Amenorrheic method for child spacing. The STAs provided technical assistance to Gambia, Benin, Ghana, Kenya, Ethiopia, Haiti, and Guatemala. They assisted the health program in Haiti in developing its DAP for FY 2002-2006. They also provided assistance to the Kenyan and Ethiopian health programs on child survival program development and funding diversification, and they assisted India with the DAP final evaluation as well as developing a new DAP.

The STAs for health also helped in recruiting RTAs for South Asia, South East Asia, West Africa and East Africa regions during this fiscal year.

The Health staff, which included the STAs and a program assistant, produced a technical paper on the topic, "*From a community perspective: Is institutional IMCI sufficient to improve the health of our children?*" This paper was originally written in Spanish and translated into English. It was distributed to all CRS Title II funded health programs, and the CORE group. They also presented a technical paper based on India's child survival project at the Global Health

¹ CORE Participants at the workshop "Reaching Communities for Child Health: Advancing PVO/NGO Technical Capacity and Leadership for HH and Community IMCI" Baltimore, MD January 2001

Conference in May 2001. The paper summarized the evaluation findings, and analyzed variations in the results caused by the organizational capabilities and health providers competencies.

The STAs also made a presentation on the effect of capacity building tools on organizational capabilities and health providers' competencies at the CORE meeting held in April 2001. The presentation summarized the findings on the reliability and validity of these tools for monitoring and evaluation.

In August 2001, the STAs in conjunction with CRS' Technical Librarian/Information Specialist launched the health sector web page on CRS' Intranet to provide an outlet for sharing information related to USAID health documents such as RFAs, Mid-Term and Final Evaluation guidelines within CRS. The web page contains documents from Child Survival Technical Support Project (CSTS), the CORE group among others. It has a "Tools" section containing a current list of consultants, survey resources, checklists, aids for project planning, examples of successful proposals, and proposal development guidelines.

The website has a section on "Technical References" where the latest publications on IMCI, malaria, immunization, nutrition and micronutrients, ARI, diarrhea, HIV/AIDS, maternal and neonatal health, can be found. Currently the section on "Links" has links to every US based PVO who are members of the CORE group (37 PVOs) and to all USAID contract agencies such as BASICS, CSTS, and Quality Assurance. There is also a "Cross-Sectoral Technical References" section containing documents on sustainability, capacity building, quality assurance, and monitoring and evaluation among others. It is hoped that the tool will be instrumental in improving and maintaining CRS' technical capacity in the implementation of health programs.

Local Capacity Building (LCB)

During FY 2001, the LCB Technical Advisor provided direct technical support to Title II country programs in the Southern Africa and Latin American regions in particular. She designed and co-facilitated a conference for Malawi, Madagascar and Zambia to consolidate their lessons learned in working with partners, particularly in the context of Title II and food security programming. The lessons were captured in a report, prepared by Southern Africa CRS staff and presented in an agency conference on justice programming, which the LCB advisor also attended in January 2001. Following the conference, she helped the Malawi Country program to develop a partnership strategy to reflect on their experiences in strengthening their operating relationship with their local partners through a partnership Memorandum Of Understanding (MOU).

The LCB Technical Advisor provided technical assistance to Haiti, Nicaragua, Peru, Honduras and Guatemala through their Strategic Program Planning (SPP) cycle by reviewing papers and giving technical input in writing and by attending meetings. Staff from Madagascar, Guatemala and Benin also benefited from skills development experiences in Appreciative Inquiry (AI) methodology, used in CRS' partnership work.

The LCB Technical Advisor published and disseminated the *Partnership Toolbox*, now being widely used by Title II Country Programs to hold partnership meetings and improve implementation procedures with their partners. The model Partnership MOU and Project

Agreements are also being widely used to clarify roles, responsibilities and expectations in implementing development programs.

The LCB Technical Advisor attended conferences that resulted in the exchange of experiences and lessons learned between participant PVOs, she also made presentations of CRS' ongoing partnership work at the Global AI Summit and on capacity building approaches at the InterAction Annual Forum. She obtained useful knowledge and thinking on capacity building approaches and met leaders in the field in order to bring new thinking back to the Country Programs as a result of her attendance.

Emergency Response (ER)

In FY 2001 the ER sector was fully staffed with all eight of its Technical Advisor positions filled by May 2001, namely; Public Nutrition, Logistics, Management Quality (MQ), Media Relations, Security and Telecommunications, Agriculture Recovery and the Deputy Team Leader and Team Leader. ER staff continued throughout FY 2001 to build the agency's capacity to provide high quality and timely emergency and transition activities through its technical assistance and development of standards, staffing and systems to support quality programming. Direct assistance, in the form of field visits, included trips to India, Sierra Leone, Liberia, Angola, Congo/Brazzaville, Ethiopia, Haiti, Jerusalem/West Bank/Gaza, and Uganda. The ER sector also continued throughout the year to provide technical assistance via email/phone. In addition to the above technical visits, the ER staff participated on strategic planning teams for two Country Programs.

During the year, the ER sector completed work on CRS' Policy on the Procurement, Distribution and Use of Milk Products and Infant Feeding Equipment in field programs and the agency's endorsement of the Interagency Operational Guidance on Infant and Young Child Feeding in Emergencies. Also in FY 2001, the ER staff continued to work on developing guidelines in the areas of emergency logistics, telecommunications, emergency preparedness and response, agriculture in emergencies, and public nutrition. A manual on best practices in psychosocial programming was completed during the year in addition to a study on staff care in emergencies.

Of particular focus in FY 2001 was a collaborative effort with Johns Hopkins University to develop an emergency needs assessment manual. With funding leveraged from the Mellon Foundation, the Public Nutrition Technical Advisor worked with Johns Hopkins and CRS/Sudan program staff to develop and field test a rapid demographic assessment tool. This tool will serve as a foundation for a more comprehensive needs assessment manual that will include tools specific to a variety of emergency sectors with contributions from several ER Technical Advisors.

In FY 2001, the ER sector produced four issues of the *Humanitarian Quarterly* newsletter. The newsletter provides up-to-date information on CRS' emergency activities around the world, training opportunities, and specific program quality issues and best practices. The sector has received very positive feedback from CRS staff around the world for the newsletter.

In the area of training, the ER sector provided a one-week orientation to new Emergency RTAs for LACRO and SEAPRO regions. The Management Quality Advisor of the sector attended a workshop on USG regulations in Nairobi in July 2001. This workshop is aimed at improving compliance with USG regulations in emergencies. Five ER Technical Advisors also participated in a won-week security and first aid training for working in high risk environments during the year.

The ER sector represented CRS at the Sphere Project Humanitarian Charter and Minimum Standards in Disaster Response meetings. CRS is a pilot agency for the Sphere Project. Two of the ER Technical Advisors co-facilitated an inter-agency Sphere training in Uganda in August 2001.

Finally, the sector created the Strategic Humanitarian Response Plan (SHARP) in FY 2001. SHARP is a CRS management tool for the entire agency that provides the road map and sign posts to achieve high quality humanitarian response. It identifies strategic objectives, responsible parties and measurable benchmarks, thus engaging all levels of leadership throughout the agency in a process designed to sustain profound change in how CRS operates in humanitarian crises.

Field Operations – WARO Regional Office

In preparation for the submission of CRS' Title II program proposals in 2001, the WARO Food Security and Monetization Technical Advisor (WARO FSMA) accomplished three major tasks: 1) a food security planning workshop; 2) a stringent technical review of West Africa project proposals; and 3) draft guidelines on food aid.

- *Food Security Workshop*

In FY 2001, she developed a regional workshop methodology to assist country programs in designing their new DAPs. Entitled "*Using the Food Security Framework in Program Planning: CRS' Development Activity Proposals*", the main objective of the workshop was to improve capacity in the use of the food security framework in the design and implementation of CRS' programs. In defining food security and its relation to CRS as a justice issue, the workshop guided staff in:

- 1) Identifying the food security problem, both through macro and micro-level assessments;
- 2) Analyzing the food security problem through a problem tree;
- 3) Identifying possible and appropriate sectoral interventions to identify the causes of food insecurity;
- 4) Developing a food security results framework to match the appropriate interventions.

The principal outputs of the workshop included Food Security maps for the Country Programs, a Food Security Problem Tree, the identification of a possible Food Security Strategy, and a draft Results Framework.

In FY 2001, the food security-planning workshop was conducted in eight CRS Title II emergency and non-emergency programs: Burkina Faso, Ghana, Guatemala, The Gambia, Liberia, Niger, Senegal and Sierra Leone. The workshop methodology was also shared with India and Haiti.

- *Technical Review Process*

Building on CRS' internal technical review processes, the WARO FSMA developed a country specific DAP review process to cover individual Country Programs needs. The review process outlined the necessary reviewers, the dates of the review, and the time frame. Technical Advisors from each sector focused specifically on the sectoral components, while the WARO FSMA, in addition to CRS HQ staff and FANTA, provided written feedback on the entire proposal.

- *Draft Guidelines on Calculating Rations in Title II Programs*

In an effort to address observed difficulties in calculating rations for Title II programs, the WARO FSMA developed draft guidelines for these calculations. The process involved a compilation of data on food aid ration practices in Africa. The results of this analysis were originally disseminated at the food security workshop in September 1999, which provided participants with information on the two main objectives of food aid (for nutritional recuperation or serving as an incentive), how the objective affects the ration calculation, current best practices in Africa; and the mechanics of calculating rations.

In March 2001, CRS staff in West Africa developed "draft guidelines" on calculating rations for Title II programs based on some of the topics presented at the September 1999 workshop and also outlined guidelines for calculating sectoral-specific rations (e.g. FFW, school feeding, maternal child health and general relief). The guidelines memo also summarized some of the current best practices in CRS and referred to USAID's Commodity Reference Guide.

Although the guidelines were in draft form, CRS staff in Africa and Latin America used the guidelines while developing their new DAPs for FY 2002. For example, CRS/Ghana used the guidelines to help distinguish between incentive and recuperative rations for its maternal-child health programs in the DAP. CRS/Senegal and Gambia also used the guidelines in the calculations of rations for their general relief program.

IR1.2: Enhanced capacity to design and implement monetization activities in support of Title II development and transition programs.

Monetization Activities

The HQ Monetization Advisor reviewed monetization documents for Malawi, Madagascar, Nicaragua, Haiti, Burkina Faso, Ghana, Uganda, Bosnia, and Kenya, as a member of the CRS' monetization review committee.

- *FY 2001 ISA monetization workshop in Lima, Peru*

The HQ Monetization Advisor, with the two Regional Monetization Advisors, planned, hosted, and facilitated a monetization workshop for CRS and other Title II CSs in Lima, Peru in January 2001. The workshop focused on the basics, covered lessons learned, and provided an excellent opportunity for exchange among PVOs. More than sixty participants attended along with representatives from USAID, US Rice Federation and local industry, who attended as featured speakers and resources. The WARO FSMA prepared and conducted a session on Bellmon and market analyses.

- *Monetization checklists and guidance*

The WARO FSMA also developed a regional review guidance – along with “checklists” as part of a regional Monetization Management Memorandum – to improve the quality and efficiency of CRS’ monetization programs in the region. The checklist was reviewed by the HQ Monetization Advisor and circulated to all CRS’ monetization working group members.

- *Monetization managers*

The WARO FSMA and EARO/SARO Monetization Advisor assisted in the hiring of Title II program monetization managers for Burkina Faso and Ghana. Other Country Programs are in the process of hiring similar managers.

- *Hiring a new regional monetization advisor for WARO.*

WARO hired a new monetization advisor in September 2001 to replace the former one who had moved into a new role as Deputy Regional Director for Program Quality for WARO.

In July 2001, the HQ Monetization Advisor attended a contracts course given by Federal Publications, Inc. Although the course was limited in scope and applicability, the legalities of contract terms and conditions were well covered.

IR2.1: Collaboration with FAM members to develop, adopt and disseminate standard protocols and best practices in M&E, monetization, LCB, and Agriculture and Environment.

Collaboration with FAM members: FAM Working Groups:

Monitoring and Evaluation (M&E) Working Group: Due to the M&E Technical Advisor vacancy at PQSD, the ISA Resource Manager attended FAM Monitoring and Evaluation working group meetings and provided useful inputs. CRS also participated in the Midterm Evaluation of Africare, FAM and OICI. A toolkit for health and agriculture indicators was developed from the working group activities with input from all the PVOs. The toolkit will be the basis of proposed field training in Johannesburg, South Africa in the second quarter of FY 2002.

CRS has hired two new Technical Advisors for M&E who will continue to participate in the activities of the working group. The STA for agriculture and environment and the Director of Technical Services Unit of PQSD will also continue to provide assistance to the monitoring and evaluation working group in developing tools suitable for measuring the bio-physical impacts of agriculture programs.

Monetization Working Group: The HQ Monetization Advisor continued to serve as co-chair of the FAM Monetization working group through the end of FY 2001. In April 2001, she attended an American Soybean Association meeting at the University of Illinois to learn more about the use of alternative soy products in distribution and monetization programs. She circulated information and contacts from this meeting to CRS/Guatemala to assist with finding alternative products to replace bulk yellow corn and soybean meal.

In May through July 2001, The HQ Monetization Advisor participated in and contributed to the ISA mid-term evaluations for CRS and FAM. Her input, time and involvement were extensive considering the need to coordinate with the Regional Monetization Advisors for WARO and SARO/EARO.

The HQ Monetization Advisor initiated the translation of Chapter Five of the FAM Monetization Manual (Bellmon) into Spanish. The translation was completed in time for the FY 2001 ISA Monetization Workshop in Peru. The CRS/SARO/EARO Monetization Advisor had extensive inputs to the translated manual. However in September 2001, it was suggested that a native Spanish speaker should give it one more run through before posting on the FAM Monetization website, and this was done by ADRA. The document was posted on the website in early October 2001.

Monetization Workshop for HQ staff: The FAM monetization working group polled its membership and elected to plan a monetization workshop for headquarters staff in Washington, DC. Due to summer vacations and planning delays (including the September 11, 2001 tragedy), the workshop was postponed from late FY 2001 (September) to early FY 2002 (October). The CRS HQ Monetization Advisor played a leading role in planning this workshop. The format for the workshop will be unique in that it will respond to the previous workshops' recommendations by catering to special needs, i.e. addressing the needs of beginners (first and second days, six CRS staff are scheduled to attend), policy makers (third day, four CRS staff are scheduled to attend), and experienced monetization staff (fourth and fifth days, three CRS staff are scheduled to attend, including one CRS/Finance staff as resource person).

Local Capacity Building Working Group: The chair of the FAM LCB working group passed from CRS to another FAM member. However, the LCB Advisor remained active in the work of the group by attending meetings and giving input into products. The working group has been developing the terms for a consultancy to review LCB indicators in all DAPs and analyze the range and implications that they represent.

The Environmental Working Group: The STA for agriculture continues to play an active role in the FAM environmental working group. CRS STA has assumed the co-chair position for the working group. She assisted with the review of the next edition of the Environmental Guidelines for Small-Scale Activities, issued by the USAID Africa Bureau. She is active in planning the working group's agenda for the coming year.

IR2.2: Co-mentoring with OICI that enhances OICI-HQ staff's capacity to design, manage, monitor and report on effective Title II programs, and CRS-HQ staff's knowledge of approaches to LCB.

Co-mentoring relationship with OICI

Health: In June 21-22, 2001, CRS a health Technical Advisor assisted OICI in holding a Maternal, Child Health and Nutrition (MCHN) training workshop. Seventeen senior planners and managers from OICI/HQ, Ghana, Guinea, and Togo attended the workshop. The workshop assisted OICI in developing their strategic plan for MCHN.

CRS is converting the training material from that workshop into a manual for similar training for Title II program staff and other health programs.

Monetization: CRS conducted an updated Bellmon Analysis on behalf of OICI and Africare in Benin, to explore opportunities for additional monetization in that market.

- *Collaboration in Ghana*

In FY 2001, CRS/Ghana continued its mentoring relationship for the Title II monetization program in Africa. This included assisting OICI in reporting on the use of its monetization proceeds for the Ghana program.

- *Information-sharing*

The WARO FSMA shared a boilerplate contract for hiring a monetization sales agency for OICI's monetization.

Lack of progress in Monetization during FY 2001:

From April through present, OICI staff have not been involved in formal or in-service monetization training due to other priorities. It is uncertain whether or not OICI will be able to participate in the market development and sales workshop to be held in East Africa in the second quarter of FY 2002, to be facilitated by CRS' East/Southern Africa Monetization Advisor.

IR3.1: Exploration of opportunities for innovation in Title II Food Security programming.

Ag &E: One of the strengths of the CRS' agriculture sector is pursuing innovation in Title II food-assisted programming. In FY 2001 the agriculture sector moved forward on two fronts: cross-sectoral training materials with CRS' Microfinance sector to stimulate cross-sectoral programming and increase impact, and multi-sectoral programming for AIDS-affected communities in southern Africa for the same reasons. Two illustrated volumes on "*The Renaissance Farm*" have been produced. The publication outlines ways to improve support to high-return conservation farming for poor, smallholder families. The sector has also developed popular training materials through the efforts in supporting AIDS initiatives and is pursuing program proposals for creative ways to help affected communities. This is an ongoing effort.

Health: During FY 2001, the health sector began a pilot program on prevention of mother to child HIV transmission (PMTCT) in Kenya covering a period of 5 years. It is expected that the results and lessons learned will be shared among CRS' health programs, as well as the international community.

The Benin and Ghana health programs are planning to use Lot Quality Assurance Sampling (LQAS) for routine monitoring as well as for evaluation. The Benin health program is planning Operations research on "*Synergistic Effects of Agricultural and Health Interventions*". The health program in Ghana is planning a study on the differential effects of various educational methods for behavioral change. CRS is considering the use of social support tool for HIV/AIDS in Benin.

WARO Field Operations: CRS/Senegal and CRS/Gambia submitted the first joint Development Activity Proposal (DAP) for CRS Country Programs. The DAP concentrates on agricultural marketing, safety net and peace/conflict resolution. The DAP will be jointly managed and monitored by the two Country Programs.

IR3.2: Exploration of opportunities for new Title II food Security programs.

Ag &E: The STA for agriculture served on an advance planning team to explore the feasibility of initiating new Title II programs in northern Mexico in respond to the negative impact of NAFTA on the poorest of the rural families. The team's analysis is being used to initiate production and commercialization projects in the state of Chihuahua with indigenous populations.

WARO Field Office: In FY 2001, CRS explored the possibility of developing a new Title II program (DAP) for Senegal. A Title II proposal was developed and jointly submitted with CRS/The Gambia. The Senegambia DAP has received early indications of approval, and is expected for FY 2002-FY 2006.

Lea Toto Nyumbani HIV/AIDS project

1. Summary of Activities to date

Since the inception of the Lea Toto Program in September 1999, program staff has continued to focus on the following broad activities:

- ❖ Client identification
- ❖ VCT
- ❖ Pre-enrollment assessment
- ❖ Clinical Care/Nursing Care
- ❖ Palliative care for home bound clients
- ❖ Home visits
- ❖ Support Counseling
- ❖ Permanency planning
- ❖ Door to door sensitization
- ❖ Support for IGAs
- ❖ Training of CHWS and Caregivers
- ❖ HIV Prevention Education
- ❖ Staff Capacity building

2. Achievement of Program Objectives

Status of Objective 1: Provide physical care & essential medical supplies to 200 HIV positive children and their families

- ❖ 176 children identified and enrolled in the project
- ❖ Diagnosis and treatment of opportunistic infections for 151 clients and 1067 family members
- ❖ Provision and supervision of routine anti-biotic prophylaxes and simple medication for all clients
- ❖ Monthly growth monitoring for enrolled children
- ❖ 142 caregivers trained in home care of children living with AIDS, management of tuberculosis, diarrheas and recognition of simple ailments.
- ❖ Monthly food supplementation for 73 households
- ❖ An average of 40 children reported good health per quarter

Status of Objective 2: To provide psychological and moral support to 200 HIV positive children and their families

- ❖ 142 caregivers/guardians routinely gave support counseling
- ❖ 3 monthly support group meetings established and active
- ❖ Monthly home visits to all enrolled clients and their families
- ❖ 1106 children tested after guardians received pre/post test counseling
- ❖ 473 adults tested/all received pre/post test counseling

Status of Objective 3: Establish 6 sustainable community structures to cope with the needs of HIV positive orphans by EOP

- ❖ 2 caregiver solidarity groups established and active
- ❖ One economic self-help group created and active. The group is engaged in basketry, weaving, crocheting and revolving loan activities.
- ❖ 31 families supported in the sale of donated second-hand clothing to generate income
- ❖ Monthly HIV/AIDS prevention education workshops for 488 youth
- ❖ Community education and sensitization for 7859 persons
- ❖ 25 community health workers trained

Status of Objective 4: Improve capacity of program to manage community-based support to HIV positive orphans

- ❖ Established strong working/collaborative relationship with 6 NGOs in Kangemi, Moi University Medical School, Nyumbani Children's home and key stakeholders.
- ❖ 2 staff undergoing long-distance learning in Community Based Health Care and Planning
- ❖ 2 staff undergoing certificate in counseling training
- ❖ 3 staff trained in Behavior Change Communication
- ❖ On-going technical support from CRS

3. Broad categories of needs prior to Lea Toto

- ❖ *Medical*
- ❖ Psychological
- ❖ Educational
- ❖ Nutritional
- ❖ Economic

4. Needs being addressed through Lea Toto activities

- ❖ Medical – Provision of drugs, nursing care at home, referrals for further management
- ❖ Psychological- Individual and group counseling, support groups
- ❖ Educational – Support for school expenses not provided directly/External sponsorship program has been started
- ❖ Nutritional – emergency food supplementation provided
- ❖ Economic – Training for micro-enterprise development provided/linkages to micro-finance

*Client identification is done mainly through referrals via door-to-door sensitization, from CHWs, caregivers, St. Joseph's Dispensary, and other collaborators. After which potential clients are counseled and those who test positive are enrolled in the program.

5. Narrative on Status of Program Objectives:

Objective 1: By the end of the project, 200 families with HIV positive orphans will have received physical care, essential medicine supplies to alleviate their suffering.

To date, over 1200 children who have been referred to the program via different sources have been tested and out of this number, 176 have tested positive and been accepted into the program.

These children and their caregivers are presently enrolled in the program and are receiving a package of home based care services which includes essential medical supplies, clinical care and treatment and nursing care in the home. Each of the 3 Lea Toto social workers is responsible for about 58 families and ensures that the children receive routine medication every month and monitor the administration of drugs. In addition, the two nurses in the program conduct the home visits with the social workers if needed, even though the clients prefer to come to the project office for services.

The overall impact of home-based-care (HBC) activities has been considerable, with a large number of clients verbally reporting that they are satisfied with the level of care that they received. Since the Lea Toto program is located in the same area as the St. Joseph's Dispensary, clients are easily referred for higher levels of care where necessary, and hence access to quick and appropriate medical care has been enhanced for clients. In spite of the quality clinical care provided to clients, because clients who enroll in the program tend to be in the latter stages of AIDS progression, their mortality rate has been quite high.

To date, 25 clients have died. The training of caregivers has not only built the capacity of the volunteers who have received the training but that of the family members as well. These two groups have been able to fill the gaps in partner staff by being available to clients on a continuous basis as necessary. With the training given, Community Health Workers (CHWs) and caregivers can continue with the care plans developed for individual clients for the daily management of simple ailments, and this has brought many clients a lot of comfort.

Objective 2. By the end of the Project, 200 families with HIV positive orphans will have received psychological and moral support

A training course on counseling was organized for two social workers this year; and together with the previously trained social workers, these workers continued to effectively meet all the counseling needs of the clients/families. Counseling support was provided to all of the clients in helping families realize the importance of disclosing the HIV status of the infected members to other relevant members of the family. Family group sessions are also facilitated for some caregivers who specifically request that in their homes. During these sessions the program staff have the opportunity to meet all household members and discuss together the issues surrounding HIV/AIDS in their respective families. At the end of each discussion the family and the project staff draw up an action plan to address the needs of the infected child, noting what they are able to do and unable to do.

All caregivers have joined the caregivers' support group and attended monthly meetings during which they receive group counseling sessions and advise on particular issues that may be of concern to them from project staff. To ensure effective management of supportive counseling and facilitation of the support groups, each social worker is responsible for 3 villages. The provision of support counseling services to the participating families and children has also been useful in alleviating the psychological distress that follows a positive HIV test result for a child/family member. There is still a great need for more counselors, especially for follow-up at the community level. To meet this need, the question has come up in discussions with Lea Toto

staff, of whether CHWs can be trained to take up this role, although the problem of stigma will be a major hurdle in making this idea operational.

Objective 3: By the EOP, the Community will have identified established six sustainable community strategies to enable the community to cope with the needs of HIV positive orphans.

To meet this objective, project staff continued to take the community through the process of identifying the needs of orphans, addressing the constraints towards meeting these needs and most importantly identifying what the community can do to meet these needs. A number of meetings targeting specific groups have been organized to address the above issues. In these meetings, the groups identified the important needs of the orphans as education, guidance and counseling, physical and medical care, food, clothing, and shelter.

It has been shown that poverty is one of the major obstacles to meeting the above needs, although the stigma attached to HIV and AIDS within the community is also hindering the process of planning for the support of the children affected by HIV. To address this situation, the program staff continued to sensitize caregivers, community leaders, other NGOs working in the area and the community at large on the importance of community ownership and responsibility of the program. The program has established linkages with 12 organizations already in the community, and concerned with different sectors of development. 30 caregivers and one CHW were trained in small-scale enterprise development and to date all 31 of them have been given second hand clothes to sell. These and other caregivers have requested that the program link them with organizations specifically providing micro-finance services. A local partner, Pride Africa, has been identified to provide this support.

Objective 4: To Improve The Organizational Capacity Of Lea-Toto To Manage Community Based Support For Orphans

Activities to achieve this objective have included:

- Institutional capacity building and strengthening through capacity assessments, SWOT exercises, on-site monitoring and supportive supervision;
- Support and guidance to Lea Toto staff for the development and implementation of improved financial management systems through on-site technical support and technical backstopping from the CRS finance trainer;
- Certificate training in counseling for 6 Lea Toto staff;
- 2 technical workshops conducted for all CRS AIDS partner staff to improve their capacity to plan, design and deliver high quality care interventions, through increased understanding of the epidemiology of HIV and other related conceptual issues;
- Exchange visits to other CRS supported HIV/AIDS projects; and
- Review meetings held regularly to identify and share lessons learnt and to document challenges and constraints.

In addition, CRS continued to provide technical assistance in program implementation, monitoring and evaluation as well as organizational development when requested to do so. During these meetings, CRS was able to develop detailed implementation plans with Lea Toto

staff as well as review the status of the project in relation to planned objectives and activities, as well as identify accomplishments and bottlenecks and re-plan accordingly.

The impact of these activities has been demonstrated in the improved capability of Lea Toto to understand and serve their populations through the development and use of innovative approaches, such as conducting door-to-door outreach as a way of increasing the client load. There has also been substantial improvement in the quality of narrative and financial documents submitted to CRS, although there is still room for improvement in terms of accuracy of support documents. The HBC training provided to Lea Toto staff has contributed to a better understanding of HBC by the staff and consequently has increased staff commitment and dedication to carry out their duties. It has also led to a transfer of information and knowledge among staff members. To date, the two staff members who have received training in HIV/AIDS counseling who have also assisted in training other staff and Community Health Workers on basic counseling skills. Two more are in the process of being trained, bringing the total number of trained counselors to four.

6. Internal Constraints/Programmatic Gaps

- *The focus on HIV positive children and not Children Affected By AIDS (CABA)*
- *Limited capacity to provide adequate social support, especially food*
- *Absence of an implementation committee drawn from the community*
- *Issue of Anti Retrovirals (ARV)*

7. External Constraints

- *Poverty*
- *Stigma Attached to HIV/AIDS*
- *Limits to volunteerism*
- *The high mortality rate of caregivers*
- *Lack of food security in client households*
- *Problem of Disclosure*
- *Caregiver burn-out*
- *Dependency and High Expectations*
- *Complexity of needs of orphans*
- *Programming in an urban setting*
- *Insufficient community involvement*

8. Strengths of Lea Toto staff

- *Committed and well trained staff*
- *Development of innovative approaches*
- *Sound financial systems*
- *Experience providing HBC services*

9. Challenges Faced

- *Sheer magnitude of orphans versus number who access services*
- *Addressing other socio-economic needs outside program objectives such as rent, educational expenses, food security etc*
- *Programming for all orphans and other vulnerable children versus programming for HIV positive children*
- *Long-term sustainability*
- *Demand versus staff capability*
- *Specific counseling needs of children*
- *Ensuring effective community participation*

10. Lessons Learned

- ✓ HBC services would better serve the needs of clients if integrated with other areas of programming which alleviate poverty and impact on health-care;
- ✓ Efforts towards community mobilization & sensitization need to be intensified;
- ✓ CHBC activities should target the entire community to prevent further stigmatization;
- ✓ Caregivers need to be supported to be self-sufficient;
- ✓ Open discussion of HIV/AIDS issues needs to be promoted;
- ✓ Make clients and their families an integral part of the project planning, implementation and management of program;
- ✓ In order to be sustainable and effective, the program needs to develop strong linkages with other stakeholders as well as solid referral networks;
- ✓ HBC services need to be delivered in a way that doesn't promote self-pity but rather compassion;
- ✓ Counseling must be designed to meet clients' special needs and should focus on the family unit, to encourage their full participation in decision making;
- ✓ More attention needs to be paid to prevention education/behavior change at the community level using existing structures;
- ✓ Caregivers who are parents and dying of HIV/AIDS often do not make care arrangements for their children in the future, so permanency planning needs to be an integral component of the Lea Toto program;
- ✓ Awareness raising and advocacy against stigma and discrimination should be incorporated in program;
- ✓ To be effective, program should adopt a more comprehensive approach towards care; and
- ✓ To ensure sustainability, program needs to invest in capacity building of clients, families, communities, staff and stakeholders.

11. Plans for FY 2002

- ❖ **No Cost Extension** - The Lea Toto Program will continue with activities under a no-cost extension for five months from October 2001-February 2002
- ❖ **Phase 2** - Lea Toto Program is looking for funds to continue its activities under Phase 2 in March 2002 until February 2004. Phase 2 activities will cover four new target sites and will reach an additional 800 children.
- ❖ **Psychological and Physical Support** - The project will continue to provide support, both physical and psychological, to all clients of the project and their caregivers as stipulated in

objectives 1 & 2. This involves intense monitoring of the health of the clients and their families, routine administration of prophylactic drugs, support group meetings and intense individual and family counseling.

- ❖ **Training of Community Health Workers** - In an effort to promote community participation for sustainability, 30 additional community health workers will be trained on home based care for children living with HIV/AIDS.
- ❖ **Exchange Training Visits** - CRS and Lea Toto are still in the process of identifying projects with a proven track record in support of children with HIV/AIDS within Kenya as well as the East and Central Africa region in order to visit these projects and learn from the same. One Lea Toto social worker will attend the Africa-wide Conference on HIV/AIDS/STI in Burkina Faso in December 2002.
- ❖ **Micro-Finance/IGA** - Since poverty has been cited as a major obstacle to orphan care and support, the project intends to link clients with other Micro-finance activities supported by the CRS Micro-finance Unit. Specifically, loan capital will be provided for the newly formed BIG MFI to enable caregivers to access their loan products. This is all in the elementary stages, and the strategy will become clearer as discussions are finalized with the Micro-finance team here in Kenya with support from the Regional Director.
- ❖ **Capacity Building of Staff** - This will be on-going to enhance the efficacy of Lea Toto staff in the implementation of program deliverables and objectives. In addition two new counselors and a nurse will be hired in the upcoming months.

III. FY 2001 ISA M&E ACTIVITIES PLANNED

As previously stated, the midterm evaluation report recommended some changes in the ISA program. The changes involved rearrangement of the Strategic Objective and Intermediate Results for the program. The next stage will be to complete M&E tasks activities and indicators keyed to the new ISA Results Framework and Midterm Status Matrix. CRS has hired two Monitoring and Evaluation Senior Technical Advisors who will guide the process. They will also begin to lay the groundwork for the final evaluation, which is scheduled during the first quarter of FY 2003. Within the spirit of our co-mentoring relationship, CRS will also assist in the planning for the final evaluation of OICI's ISA.

CRS will begin to lay the groundwork for the EOP Evaluation for the ISA program, which is scheduled during the first quarter of FY 2003. Within the spirit of our co-mentoring relationship, CRS will also assist in the planning for the EOP evaluations of OIC/International.

IV. FY 2001 ISA FINANCIAL REPORT AND NARRATIVE

The FY 2001 Financial Report is presented below. The figures used are the latest available from CRS/Finance, as of late November 2001. However due to the fact that the books are yet to be closed some changes may be made before the fiscal year' financial data is final

Overall, CRS spent approximately 65% of what was budgeted for the ISA in FY 2001.

Under expenditure in the Program Costs line (balance of \$357,678) was largely due to unexpended salary and fringe benefits totaling over \$168,780 on the USG side and \$78,242 from CRS' match. This is due both to unfilled positions for portions of the year, and to shifts in work priorities for staff split between ISA and other program tasks. For example, the former ISA Manager was budgeted at 90% of the time on the ISA, but due to demands within PQSD that required her to carry on other duties, she spent only 75% of her time on ISA/Title II tasks. One of the Technical Advisors for education, who is budgeted at 70% out of the ISA, was only able to spend about 50% of her time on ISA-related tasks during the fiscal year. Other positions budgeted under the grant have been vacant during the year. The Monitoring and Evaluation Senior Technical Advisors and another HQ based Monetization Advisor positions have all remained vacant during the fiscal year. The second STA for agriculture was not hired until the fourth quarter of the fiscal year.

As in the past, there were also some errors in the way that time charged against ISA were recorded in the particularly in field offices. The problem is currently being resolved with the field offices to correct these discrepancies that are ongoing. Other unexpended program costs include tasks that were not undertaken due to understaffing.

In the Procurement line item, the CRS match of the grant is overspent by about \$14,780, due to an over expenditure of about \$48,860 in consultants' fees, incurred in carrying out the Midterm Evaluation for the ISA. On the USG portion of the grant, there was under expenditure of about \$63,950 for the fiscal year representing about 59% of the procurement line budget.

The NICRA expense for the fiscal year is shown as \$94,687 as at November 29th 2001. CRS negotiated a provisional NICRA of 27.00% as at October 9th 2001 and this will apply until amended.

V. FY 2001 Lea Toto Nyumbani Financial Report and Narrative

Complete financial data on the expenditures against the Lea Toto Nyumbani portion of the ISA was not available from the CRS/Kenya field office, which manages this project. When a financial report is available on this portion of the ISA's award, it will be submitted.