



Photo by Benjamin Depp for CRS

CRS Haiti defines *accountability* as “working with communities, program participants, partners and civil society in order to treat them with respect, dignity and mutuality, and ensure empowerment, subsidiarity and quality in all programs.”

Catholic Relief Services is committed to working with the most vulnerable people in society. We recognize that we work in an environment where there is often an inherent power imbalance between NGOs and communities, and an even greater imbalance between CRS and the most vulnerable people in those communities.

CRS’ eight guiding principles are founded in Catholic social teaching (CST).^{*} These principles outline the qualities we want to see reflected in our programs, both in terms of what we do and how we work. We can achieve these principles by ensuring that our programs are accountable and that, despite the power differences, those we seek to assist (as the primary “clients” of CRS Haiti programs) are at the center of program and CRS decision making.

^{*} CRS’ eight guiding principles are *sacredness and dignity of the human person, rights and responsibilities, social nature of humanity, common good, subsidiarity, solidarity, option for the poor and stewardship.*

CRS Haiti believes that accountability is crucial to our mission for several reasons:

- By being more accountable to those we seek to assist and other key stakeholders, our humanitarian response and development programs will be of better quality, have a greater impact, help affected communities recover more quickly and lay strong foundations for sustainable development.
- All humanitarian and development programs should primarily be accountable to those we seek to assist, the communities in which we work and our partners. Our stakeholders have a right to hold CRS and our implementing partners to account.
- Accountability should be seen not as an extra burden but rather as a fundamental part of our Catholic identity and our programs—both those that we implement directly and those that we support through local partners. Achieving strong accountability should become *the way we work.*

OVERVIEW OF CRS HAITI’S ACCOUNTABILITY FRAMEWORK

This accountability framework, drawing from CRS’ guiding principles, Catholic social teaching and other recognized accountability frameworks, defines what CRS Haiti is working toward in terms of being accountable to our program participants and communities where we work. It is applicable to emergency and development programs and relevant for all staff.

CRS’ mission is one of solidarity, serving the most vulnerable overseas. The principles of CRS necessitate that CRS continuously integrates accountability into its work. The

six commitments outlined here are key to ensuring that programming respects and reflects CRS’ guiding principles.

The framework is designed to be measurable and to provide clear direction so that staff can easily identify what has been achieved and what needs to be improved. In order for our programs to be successful, the commitments in the accountability framework need to be reflected in (1) policy, guidelines, systems, structures and capacity strengthening initiatives, (2) staff skills and knowledge and (3) CRS and partner programs.

HOW WILL THIS ALSO IMPROVE PROGRAMS WHEN WORKING WITH PARTNERS?

Better relationships between partners and communities

This framework provides guidance on what CRS Haiti considers good practice in terms of the relationship between the partner on the one hand and their program participants and the communities where they work on the other hand. In effect, partners could use this accountability framework by substituting their organization's name for all references to CRS or CRS Haiti.

CRS Haiti recognizes that partners are autonomous organizations and are not necessarily bound by the same commitments. However, as part of its supportive process for improving the quality of partners' work, CRS Haiti will use this accountability framework to guide partner selection, monitoring and evaluation of partners' work, partner capacity

reviews and capacity strengthening plans. We may over time, and after discussion with partners, decide that for CRS Haiti some aspects of this framework are nonnegotiable. (In other words, we may decide that we expect all partners to apply certain aspects of the accountability framework.)

Better relationships between CRS and partners

The six commitments for accountability should apply to all programs, but the indicators may vary when applied to the relationship between CRS and partners. The indicators should be developed in line with the CRS Haiti partnership strategy. Over time, the framework may be adapted to include more-detailed indicators that reflect good practice in terms of the relationship between CRS Haiti and our partners.

CATHOLIC SOCIAL TEACHING

Catholic social teaching is rooted in the dignity of the human person. This principle guides the work of CRS. Respect for human dignity entails recognizing rights and responsibilities and ensuring that programs and policies do not reduce communities and participants to passive "beneficiaries." Rather, each person must have the right to participate in his or her community. CRS, as a Catholic institution, has a responsibility to create space for participation in its programs.

CST's principle of subsidiarity holds that all power and decision making in society should occur at the most local level and be compatible with

the common good. The principle of subsidiarity ensures that those CRS seeks to assist remain at the center of programming and decision making. Subsidiarity calls CRS to rearrange power relationships so the people closest to the problem can voice how to best find a solution. The option for the poor in CST complements subsidiarity; problems and solutions must be examined from the perspective of the most vulnerable. CST calls us to take these perspectives into special consideration as we develop strategies and interventions. This includes looking at the particular needs of women, girls, men and boys in our programming, and

designing programs that consider their roles and responsibilities to ensure the most positive results. Integrating subsidiarity into our decision making allows us to support community participation and include the voices of the people most often marginalized from centers of power. When communities are involved in determining the direction of programs and designing the programs' activities, participants are more likely to take ownership of the programs. This, in turn, creates space for communities and participants to say how the resources should be applied in each community and how we can achieve the best stewardship of those resources.

HOW WAS THE ACCOUNTABILITY FRAMEWORK DEVELOPED?

The CRS Haiti accountability framework was drafted by Accountability Coordinator Emily Rogers, building on CRS Haiti's 2010 Accountability Commitment developed by Kathryn Kraft and Abby Johnson; *Accountability—Key Elements for ECB Agencies, April 2010*, by the Emergency Capacity Building Project; *The HAP 2010 Standard in Accountability and Quality Management* by the Humanitarian Accountability Partnership; World Vision's *International Programme Accountability Framework*; CARE International's *Humanitarian Accountability Framework* (February 2010);

and Oxfam GB's *Accountability Matrix, 2008*. It was shared with key staff in the Les Cayes suboffice, the CRS Health team, the Port-au-Prince programs, the Partnership and Capacity Strengthening Unit and the Program Quality Support Unit for comment and revision. The accountability framework was approved by CRS Haiti's senior management team on February 15, 2012, and will be reviewed by this team in 2014.

HOW SHOULD WE APPLY THE ACCOUNTABILITY FRAMEWORK?

Each commitment includes indicators outlining what each commitment looks like in practice. Commitments 1, 2 and 3 include country-level indicators, all of which represent a basic minimum standard. The indicators for commitments 4, 5 and 6 are at program level and are divided into three standards—Bronze, Silver and Gold. The standards provide guidance on what is considered minimum practice, good practice and outstanding practice for emergency and development programs:

	Bronze	Silver	Gold
Emergency Programs	Minimum standard	Good practice	Outstanding practice
Development Programs	Too low	Minimum standard	Good practice

The framework was designed to provide concrete steps for program staff in order to increase accountability to communities. Each level builds on the previous one. To achieve the Silver level, programs must also meet the Bronze-level requirements. To achieve the Gold level, programs must meet the Bronze and Silver levels.

The framework will be applied to the following aspects of CRS Haiti’s work:

- **Developing new programs:** The framework will guide managers, sectoral technical advisors and the Business Development Unit regarding how to design programs in a way that is accountable, how to build accountability into new program proposals, and how to implement programs in accountable ways. It will also guide reviewers of new proposals.
- **Monitoring and reviewing programs:** The framework will help staff incorporate selected accountability indicators into program monitoring indicators to improve relationships between CRS, partners and communities. CRS Haiti will conduct periodic reviews of programs to monitor the extent to which CRS and partners meet the commitments in this framework.
- **Managing staff:** The framework will help ensure that the specific accountability roles and responsibilities of managers and staff are clear for every team member. These roles and responsibilities should be reflected in job descriptions, performance plan objectives and performance reviews.
- **Working with partners:** The framework will guide CRS Haiti in selecting partners, monitoring and evaluating partners’ work, reviewing the capacity of partners and developing and implementing partners’ capacity strengthening plans. In addition, the framework may be used (and adapted) to guide reviews of how CRS Haiti is working with partners.



Photo by David Snyder for CRS

WHAT ARE OUR ACCOUNTABILITY COMMITMENTS?

1 Leadership for strong accountability to program participants and communities

CRS Haiti commits to clearly articulate what accountability means to this country office and the programs in Haiti (with clear policy that is explicit about expectations). Leaders and managers value accountability and set positive examples.

2 Design, monitoring, evaluation and learning

CRS Haiti commits to design programs based on impartial assessment of the needs of different vulnerable groups, and will aim to achieve internationally recognized standards. In addition monitoring will be used as a means to drive improvements in our programs, and periodic reviews and evaluations will be used to improve learning.

3 Prevention of abuse and sexual exploitation as part of programs

CRS Haiti commits to put in place systems and approaches to reduce the risk to program participants and community members of abuse and sexual exploitation from anyone who plays a role in implementing a CRS program. This includes, but is not limited to, CRS staff, partners, subcontractors and community volunteers.

4 Active information sharing and communication with program participants and communities

CRS Haiti commits to ensure that relevant program information is provided to and discussed with communities in a timely, accessible and accurate manner throughout the program cycle. This enables communities to engage in dialogue with CRS, influence programs and make informed decisions about the program.

5 Strong community participation and clear targeting criteria

CRS Haiti commits to empower women, girls, men and boys to play an active role in program decision making that affects their lives. This will be reflected in design, implementation, monitoring and evaluation. From the outset, each program will have a program-specific selection process, which will include clear criteria.

6 Feedback mechanisms for program participants and communities

CRS Haiti commits to implement systematic community feedback mechanisms and context-specific complaint and response mechanisms. By understanding stakeholders' levels of satisfaction with CRS programs and services, CRS can more quickly identify and address program mistakes, as well as improve program quality.



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Commitment 1

Leadership for strong accountability to program participants and communities

CRS Haiti commits to clearly articulate what accountability means to this country office and the programs in Haiti (with clear policy that is explicit about expectations). Leaders and managers value accountability and set positive examples. The following indicators would signal that CRS Haiti is upholding Commitment 1:

Country-level indicators

- Senior managers clearly articulate what accountability means for CRS Haiti via an accountability framework.
- Implementation of the accountability framework is supported through needed policies and tools.
- Commitment to accountability is made explicit in CRS Haiti's country strategy, program proposals and partnership agreements. It is also highlighted in reporting.
- Staff training is provided to ensure staff has skills needed to implement the accountability framework. Tools and guidance are developed and made available to help staff.
- For staff at all levels, the performance management process considers the extent to which their teams work in ways that promote accountability. Performance assessments for senior managers include what they have done to raise awareness and oversee implementation of quality and accountability.
- Sufficient resources are in place for putting accountability into practice in programs and program support.
- Senior management follows through on findings from reviews and evaluations.
- Key aspects of accountability, as articulated in this framework, are integrated into partner selection, monitoring and evaluation of partner work, partner capacity reviews and capacity strengthening plans.



Photo by Lane Hartill/CRS

Commitment 2

Design, monitoring, evaluation and learning

CRS Haiti commits to design programs based on impartial assessment of the needs of different vulnerable groups, and will aim to achieve internationally recognized standards. In addition monitoring will be used as a means to drive improvements in our programs, and periodic reviews and evaluations will be used to improve learning. The following indicators would signal that CRS Haiti is upholding Commitment 2:

Country-level indicators

- CRS Haiti bases program decisions on assessments carried out with a wide cross section of the affected communities, including groups (women, girls, men, boys and other vulnerable groups) and other stakeholders.
- Data from assessments will be disaggregated by sex and age so that women, girls, men, boys and other vulnerable groups have their needs accurately represented and effectively targeted.
- Gender analyses are conducted for all programs as they're developed, to ensure the program reflects the best way to improve the lives of women, girls, men, boys and entire families.
- Program design processes ensure our programs are built on risk management and risk reduction principles, the "do no harm" principle and protection principles. Program design strives to meet internationally recognized standards such as the Sphere standards and the Red Cross code of conduct.
- The CRS Haiti accountability framework, lessons learned from previous programs and relevant technical and quality standards are used to shape design and monitoring.
- CRS Haiti has mechanisms to review and report on processes, outcomes and impacts in order to understand what difference programs are making in people's lives. This is in addition to tracking inputs and outputs to help monitor implementation. These processes, outcomes and impacts are examined from the perspectives of women, girls, men, boys and other vulnerable groups so projects can address equality issues.
- Monitoring data, including feedback on programs, is used by managers to make prompt changes where needed.
- Partners jointly participate in monitoring and evaluation activities, both to review the extent to which programs are meeting their objectives and to review CRS Haiti accountability as part of programs.
- Impartial reviews and independent evaluations—using both gender-sensitive approaches and disaggregated data by sex and age—are conducted with staff and communities to assess impact, performance and lessons learned.
- Results from evaluations and learning activities are disseminated publicly to help stakeholders learn.
- Senior managers act on recommendations from reviews and evaluations.



Photo by Benjamin Depp for CRS

Commitment 3

Prevention of abuse and sexual exploitation as part of programs

CRS Haiti commits to put in place systems and approaches to reduce the risk to program participants and community members of abuse and sexual exploitation from anyone who plays a role in implementing a CRS program. This includes, but is not limited to, CRS staff, partners, subcontractors and community volunteers. The following indicators would signal that CRS Haiti is upholding Commitment 3:

Country-level indicators

- Senior managers communicate to all staff CRS Haiti's commitment to preventing abuse and sexual exploitation. Managers understand and take the lead in this as part of their teams and programs.
- Recruitment processes include reference checks.
- Managers ensure all staff have signed, and are briefed on, the CRS code of conduct within the first two weeks of starting with CRS. Refresher trainings are provided to staff as needed.
- A safe reporting mechanism is developed with staff so that they can report rumors or suspected breaches of the code of conduct.
- CRS Haiti identifies whether the country level or the regional level has the capacity to conduct investigations. CRS Haiti helps to strengthen this capacity as needed.
- There is a CRS Haiti investigation procedure in place for responding to sensitive complaints.
- CRS' commitment to prevention of abuse and sexual exploitation is included in all partner memorandums of understanding and other formal agreements.
- Briefing on the code of conduct, and CRS' expectations in relation to this, is provided to partner staff.
- Support is given to partners in training staff and developing systems for prevention of abuse and sexual exploitation, including developing their own code of conduct.

Program-level indicators

- All program staff understand the possible risks of abuse and sexual exploitation linked to program activities, and their role in reducing this risk.
- All volunteers sign and are briefed on the code of conduct.
- High-risk processes, in particular program participant selection and distribution of items, are reviewed prior to and after implementation to review risk of abuse and sexual exploitation, and identify steps to mitigate this. When working with partners, CRS performs this review with the partners.
- Program assessments are conducted with communities to learn how much of a risk they believe CRS Haiti's programs pose in terms of abuse and sexual exploitation. Communities say how this risk could be reduced. Assessments will take into account that vulnerable groups may need special spaces and communication methods to share their experiences.



Photo by CRS Haiti

Commitment 4

Active information sharing and communication with program participants and communities

CRS Haiti commits to ensure that relevant program information is provided to and discussed with communities in a timely, accessible and accurate manner throughout the program cycle. This enables communities to engage in dialogue with CRS, influence programs and make informed decisions about the programs. The following indicators would signal that CRS Haiti is upholding Commitment 4:

Program-level indicators

Bronze

Summary: Basic information is communicated, via various means.

In practice:

- Communities are informed about
 - CRS mission and core values;
 - CRS contact details, including how people can identify a CRS employee;
 - program goals and objectives;
 - planned activities, including start dates, end dates and time frames;
 - criteria and processes for program participant selection and number of people who will be selected;
 - details about partners who are involved in project implementation, and details about joint activities;
 - their right to provide feedback and complaints.
- More than one method (combining oral and written means) is used to share information with communities. Methods used ensure that vulnerable groups (women, girls, men, boys and other vulnerable groups), as well as community leaders, have equal opportunity to access information.
- All CRS Haiti staff are identifiable when they go to the program site.
- CRS Haiti staff is well informed about all programs being implemented in their geographic areas.

Silver

Summary: In addition to the Bronze-level commitments, timely program information is shared via appropriate means in greater quantity and detail. The approach is more formally planned and implemented.

In practice:

- Communities are informed about
 - CRS code of conduct and other relevant commitments,
 - relevant budget information (subject to security considerations),
 - how people can participate in the programs,
 - how the impact will be sustained after the end of the programs,
 - complaint-handling mechanisms in time to influence major decisions such as selection of program participants and selection of activities.
- Preferred methods for sharing information are identified with communities, and are adjusted based on community feedback (including feedback from different groups such as women, girls, men, boys and other vulnerable groups).
- Resources needed to share information are included in program budgets.
- A communications plan is developed and implemented at the start of the program.

Gold

Summary: In addition to the Bronze- and Silver-level commitments, information is shared throughout the program cycle, including via progress reports. The approach is monitored and adapted.

In practice:

- Communities are informed about
 - progress of actual performance in relation to goals and activities,
 - how input from participation has contributed to decisions,
 - key staff roles and responsibilities.
- Active information sharing continues throughout the entire program cycle.
- Periodic reviews are conducted to understand whether the information provided is relevant and understood by target audiences, including women, girls, men, boys and other vulnerable groups. Communication approaches are adapted based on the reviews.



Photo by David Snyder for CRS



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Commitment 5

Strong community participation and clear targeting criteria

CRS Haiti commits to empower women, girls, men and boys to play an active role in program decision making that affects their lives. This will be reflected in design, implementation, monitoring and evaluation. From the outset, each program will have a program-specific selection process, which will include clear criteria. The following indicators would signal that CRS Haiti is upholding Commitment 5:*

Program-level indicators

Bronze

*Summary: Intended program participants and representatives are **informed** and **consulted** throughout the program cycle; their input is used to inform decision making.*

In practice:

- From the outset, the program has a clearly defined selection process and targeting criteria (or a clear plan for how these will be defined) that takes into account diverse vulnerable groups.
- Communities are sensitized about their right to be consulted about key program decisions.
- A stakeholder analysis is conducted to identify the key groups (including leaders, committees, community-based organizations, groups with different vulnerabilities) that exist at the community level.
- Intended participants and their representatives are consulted on an ongoing basis as part of program design, implementation, monitoring and evaluation.
 - Women, girls, men, boys and other vulnerable groups are consulted separately.
 - Quantitative and qualitative methods are used.
 - Consultation processes are recorded/documentated and fed into decision making.
- Program participants provide labor, skills or material.

* In all instances, the safety and security of program participants, CRS staff and partner staff should be considered. In addition, CRS Haiti recognizes that participation involves the coming together of CRS expertise, partner expertise and community expertise to identify root causes of priority issues and find innovative solutions. CRS' competencies and core values and any resource constraints will be taken into account during the dialogue.

Silver

*Summary: In addition to the Bronze-level commitments, there is **joint decision making** between CRS Haiti and intended program participants and their representatives throughout the program.*

In practice:

- Communities decide with CRS the participant selection criteria and process for selection.
- The strategy and approach for how communities will be involved throughout is documented from the outset as part of the program proposal. The proposal includes how program impact will be sustained.
- Intended program participants and their representatives work together to jointly make decisions and identify program priorities as part of program design, implementation, monitoring and evaluation. Representatives include people from diverse groups (women, men, girls, boys and other vulnerable groups).
- The program has kept a record of how program participants and their representatives have influenced decision making throughout the program.
- Programs verify that the individuals and organizations who are involved in decision making truly represent the interests of different social groups, including women, girls, men, boys, the elderly and people with disabilities.
- Local skills and capacities are identified in the assessment and planning process.
- Capacity strengthening of community organizations and structures takes place to enable greater participation in the program and greater sustainability of its results. As needed, specific groups are formed to represent more vulnerable groups.
- Preferred approaches for participating in the program are identified with women, girls, men, boys and other vulnerable groups.
- Intended program participants and their representatives define indicators for success and identify program impact from their perspective.

Gold

*Summary: In addition to the Bronze- and Silver-level commitments; community groups **take a lead** in making decisions about the program, drawing on CRS' expertise, as relevant. CRS Haiti acts in a supporting rather than lead role.*

In practice:

- CRS, working with the community, verifies that people are selected in accordance with the agreed participant selection process and criteria.
- CRS, working with the community, verifies that the program reflects the priorities of the intended program participants.
- Participation is one of the key measures of program success—and this is reflected in the program Proframe.
- Capacity strengthening and technical guidance are provided to program participants and representatives to enable them to take the lead throughout the program cycle, and sustain intended impact after the program ends.
- Intended program participants and representatives take the lead in
 - program design—setting program goals and objectives, plus developing an action plan for implementation of the program (which includes the role of the community, the role of CRS and how program impact will be sustained after the end of CRS support);
 - implementation and ensuring impact beyond the length of CRS programming;
 - monitoring—collecting and analyzing data from monitoring;
 - evaluation.
- Program meetings are jointly convened by community groups and CRS Haiti.
- CRS and each community group have signed an agreement outlining roles and responsibilities linked to the program.



Photo by Benjamin Depp for CRS

Commitment 6

Feedback mechanisms for program participants and communities

CRS Haiti commits to implement systematic community feedback mechanisms and context-specific complaint and response mechanisms. By understanding stakeholders' levels of satisfaction with CRS programs and services, CRS can more quickly identify and address program mistakes, as well as improve program quality. The following indicators would signal that CRS Haiti is upholding Commitment 6:

Program-level indicators

Bronze

Summary: There is basic awareness among CRS staff and communities about feedback and complaints. Feedback is collected regularly.

In practice:

- Communities are regularly informed about their right to provide feedback and complaints.
- Mechanisms for providing feedback and complaints are safe, effective and accessible to women, girls, men, boys and other vulnerable groups.
- Program staff understand the difference between feedback and complaints, and the importance of both for improving program quality.
- Feedback and complaints are recorded, and someone responds to the complaints.
- Feedback on CRS Haiti's services and ways of working is collected regularly via different channels using qualitative and quantitative methods. Methods take into account feedback from women, girls, men, boys and other vulnerable groups.
- Staff and managers spend time in program locations actively listening to communities. Safe spaces are identified for women, girls, men, boys and other vulnerable groups so all feel able to voice their opinions freely.

Silver

Summary: In addition to the Bronze-level commitments, formal, appropriate feedback and complaints mechanisms are in place, are discussed and agreed upon with communities and CRS staff and are publicly communicated.

In practice:

- Discussions are held with women, girls, men, boys and other vulnerable groups about preferred methods for handling complaints. Discussions include how to raise and handle complaints that are more sensitive.
- The program uses more than one method to receive feedback and complaints systematically.
- The program communicates widely to communities about how people can provide feedback and how complaints will be handled.
- Program staff receive training on the complaint-handling guidelines and on staff's role in the process.
- Resources needed for gathering feedback and complaints, and responding to them, are included in program budgets.
- A gender-sensitive feedback and complaint-handling plan is documented, based on CRS Haiti procedures, at the start of the program.



Photo by Benjamin Depp for CRS

Gold

Summary: In addition to the Bronze- and Silver-level commitments, program managers review trends in feedback and complaints from communities, and this information is used to improve programs. Program managers may have oversight of these mechanisms.

In practice:

- Feedback and complaint trends are analyzed and reported. The analysis is disaggregated by sex.
- Program managers use feedback and complaints to improve programs.
- Periodic reviews are conducted to understand whether the feedback, complaints, and response mechanisms are perceived as accessible, effective and safe by the target audience, including women, men, girls, boys and other vulnerable groups.
- Periodic reviews are conducted to ensure that complaints are handled according to established complaint-handling procedures and that programs are adapted based on feedback and complaints.

ANNEX: TOOLS AND DOCUMENTS

The lists below identify some CRS reference tools and documents for each commitment. It is likely that more will be developed to support the implementation of the accountability framework. In addition, there are many external tools that are relevant.

Commitment 1: Leadership for strong accountability to program participants and communities

- *CRS Haiti Accountability Framework* and accompanying action plan
- *CRS Haiti Country Strategy (2012–2017)* (*under development*)
- “Performance Management,” *ProPack II* (pages 207–18)

Commitment 2: Design, monitoring, evaluation and learning

- “Setting up the M&E System,” *ProPack II* (pages 83–130)
- “Project Implementation and Monitoring,” *ProPack II* (pages 163–214)
- “Project Evaluation and Closeout,” *ProPack II* (pages 215–58)
- “A Guide to Creating a SMILER M&E System,” *ProPack III*
- *A User’s Guide to Integral Human Development (IHD)*
- “Holistic Organizational Capacity Assessment Instrument (HOCAI),” *Institutional Strengthening: Building Strong Management Processes*

Commitment 3: Prevention of abuse and sexual exploitation as part of programs

- CRS code of conduct
- CRS Child Protection Policy (*draft*)
- CRS Haiti Standard statement on PSEA for MoUs (*under review*)
- CRS Haiti SEA checklist and tools for reviewing program risk (*under development*)

Commitment 4: Active information sharing and communication with program participants and communities

- Tool Box—Communicating With Program Participants and Communities Where We Work (*under development*)
- “Project Design Planning Checklist,” *ProPack I* (pages 32–34)
- “Negotiating and Managing Conflict,” *ProPack II* (pages 55–56)
- “Organizing a Meeting,” *ProPack II* (pages 50–51)
- *The Partnership Toolbox: A Facilitator’s Guide to Partnership Dialogue*

Commitment 5: Strong community participation and clear targeting criteria

- Template: agreement between CRS and community groups (*under development*)
- Guidance on developing program-specific targeting criteria (*under development*)
- “Conducting a Stakeholder Analysis,” *ProPack I* (pages 37–46)
- “Detailed Implementation Planning,” *ProPack II* (pages 64–68)
- *Rapid Rural Appraisal and Participatory Rural Appraisal: A Manual for CRS Field Workers and Partners*
- Checklist for developing participatory approach for greater sustainability (*under development*)

Commitment 6: Feedback mechanisms for program participants and communities

- Tool Box—Feedback Options and Guidelines for Developing a Systematic Feedback Plan (*under development*)
- CRS Haiti complaint and response procedure (*under development*)
- Tool: Template tracking database
- Tool: Template complaints handling guidelines for staff
- Example of integrated M&E plan (*under development*)