

The principal *risk* associated with the new vision for activities under this sub-output (which is actually more of a return to the original vision that was outlined in the proposal) is that USAID/FFP and Red Cross administration may lose sight of the wider impact that the grant is having on “enhancing” emergency response, transition, and recovery planning through a large number of bilateral, IFRC, and National Societies programs.

2.1.2.3. *Recommendations*

Recommendation #1: Strengthen the existing “food programming” and/or “food security” checklist form. The checklist (which was developed as part of the IPP Environmental and Organizational Analysis tool) is aimed at longer-term programs. This checklist is a resource that can be refined and used to facilitate the design of emergency, as well as longer term, programming.

Recommendation #2: Participate actively in the quarterly reviews of transitional projects. This type of “lateral” technical assistance and review of projects in the International Programs unit should focus on helping the International Programs unit’s staff identify ways to better address food security (through direct incorporation into the project or more effective partnering with other actors) that would enhance program impact and efficacy. Several staff suggested that a good role model for this type of “lateral” capacity building is the active participation of the current senior advisor for water and sanitation (Wat/San). This advisor—who had considerable emergency experience, as well as longer-term recovery experience—helped the staff involved in designing many of the recovery/development programs to better incorporate Wat/San components or to develop programs entirely focused on Wat/San. Most of these were in the recovery phase, post-emergency.³⁰



The water and sanitation advisor helped the staff involved in designing many of the recovery/development programs to better incorporate Wat/San components. Indonesia. Photo source: The IDP Assistance Project: Meeting Needs in Tsunami-Affected Aceh (2006 Draft)

Recommendation #3: Revise sub-output statement. Strengthen the capacity of the project to focus and track training impacts by adjusting the sub-output statement (from emergency response planning to emergency response, transition, and recovery planning).

³⁰ The successful inclusion and expansion of the water and sanitation component to transitional and recovery projects was aided by an existing recognition by staff of the importance of addressing Wat/San issues in these projects. It may be more challenging to achieve the same results in food security since emergency response activities are more associated with emergency food aid rather than rebuilding food security systems.

Recommendation #4: Revise indicators. Streamline indicators for this sub-output by focusing on original performance (monitoring) indicators that addressed capacity building, rather than how this capacity building affected all the emergency programs being executed.³¹ This streamlined set of indicators would include the following.

- Retain the indicator “# of emergency proposals reviewed,” but consider rephrasing it to read “# of emergency proposals reviewed using the Food Programming Checklist” if the concept of the “checklist” is adopted. Staff should discuss whether a separate indicator should be developed to track the number of ongoing funded projects reviewed (as recommended above), as well as new proposals developed.
- Retain the indicator “# of HQ people trained in integrated planning,” but break this information out by technical department (i.e., IDR, TAU, IP, and Tsunami Response Programs [TRP]).
- Retain the indicator “% of trained people taking ex-post [post-training] test.”
- Focus the targets and tracking of targets on HQ staff and consider breaking out this information by technical department (i.e., IDR, TAU, IP, and TRP).
- Consider introducing the complementary indicators under IR2:
 - o “Number of people on the southern Africa Regional Disaster Response Teams (RDRT) who have attended training seminars/workshops featuring the four core food security modules and
 - o “Number of people associated with the pilot country programs who have attended training seminars/workshops on the four core food security modules.

2.1.3. Sub-output 1.1.3: Standardized monitoring and evaluation systems to measure the nutritional impact of food in emergencies

2.1.3.1. Accomplishments to date and evidence of existing or projected impact

To date ARC’s emergency M&E and reporting systems have focused on the impacts of emergency programs (in general) on health and nutrition and there has been very little quantitative or qualitative analysis of the ways that including (or not including) a coordinated food response in emergencies can contribute to or detract from an emergency response.

Under the current ICB grant, ARC was expected to:

- Organize a “Vulnerability Assessment and Risk Mitigation Conference” (ARC 2003: 13) (scheduled originally for FY04 then FY05) that would bring together representatives of the other Title II Cooperating Sponsors, as well as experts from other agencies (e.g., Sphere Project, WFP, WHO, and UNICEF) to identify what

³¹ In the FY04 and FY05 reports only impact indicators that had been proposed by the ICB M&E plan and 2004 work plan were reported (i.e., “% food/nutrition emergency proposals funded; #food/nutrition emergency proposals developed; #emergency proposals developed”). These indicators, plus the capacity indicators described in the text, were in the original M&E Plan. The proposed changes, therefore, represent a streamlining that is based on the original vision of tracking capacity building and systems for project review, as well as the actual outputs in terms of proposal design.

they consider best practices for tracking the nutritional impact of food aid in emergencies and

- Pilot test a number of core indicators in ARC's own bilateral emergency programs.

The conference, which was expected to catalyze activities under this sub-output was never held. As a result, this is one of the few sub-components of the grant that has had very little activity. Many staff within the Technical Assistance Unit still feel this sub-component is very important even though ARC has enacted a new policy that no longer allows the IDR unit to be directly involved in a food component as part of emergency responses (ARC now aims to ensure that essential food components are executed through partnerships with other organizations such as WFP). Given that, the TAU decided that a practitioners' forum on food assessments in emergencies (the sudden acute phase through recovery phase and chronic food insecurity are all allowed), would be a valuable substitute for the original forum. It was also felt that this type of conference would contribute to the creation of an annotated toolkit of food/nutritional emergency assessments.

2.1.3.2. *Factors that have or may contribute to or detracted from development, utility, and viability of outputs*

The critical factor which *detracted* from the sound execution of activities under this sub-output was insufficient staff. Especially damaging was the fact that the person filling the position of M&E specialist (who was to have a background in nutrition) was never hired. The combination of insufficient and insufficiently-trained staff and the pull of other priorities that emerged in FY05 that consumed the existing staff's time and energy meant that this sub-component was delayed.

ARC's extensive experience in monitoring, evaluation, and reporting of emergencies is an *opportunity* that should be capitalized upon. The recent hiring (2005) of a new IDR director, who was the former head of the Sphere Project,³² creates an unprecedented *opportunity* for the Technical Assistance Unit M&E staff to move forward with this sub-component in close collaboration with IDR.

The principal *risk* that staff identified for this activity is that the review and pilot testing of the indicators might become overly complicated and/or unfocused.

2.1.3.3. *Recommendations*

Recommendation #1: Determine whether indicators should focus on nutritional assessment or more general assessment. The original focus of this sub-component was

³² The Sphere Project was tasked with identifying minimum standards to be attained in disaster assistance in each of five key areas (water supply and sanitation, nutrition, food aid, shelter, and health services). The resulting handbook is the standard which most international organizations (including most Title II Cooperating Sponsors) use to identify indicators that they use to monitor emergency programs.

on nutritional assessment techniques. The different departments need to decide if this is still the principal concern or if they are looking at more general types of “core indicators” for all their projects.

Recommendation #2: Consolidate information on ARC and IFRC’s existing experiences with emergency indicators. Once the decision has been made regarding focus, the Technical Assistance Unit needs to work with the International Disasters Response unit in consolidating “lessons learned” from emergency indicators currently being used by ARC and IFRC programs. One staff member recommended that the best way for achieving this would be through a series of small regional workshops

Recommendation #3: Identify other valuable experiences and indicators from Title II Cooperating Sponsors. Execute a small workshop to which outside experts (e.g., from CARE or CRS) will be invited to comment on the proposed ARC indicators.

Recommendation #4: Identify a reduced number of “core indicators” that can be pilot tested. One staff member suggested that this was likely to be a larger list of 10 or so indicators.

2.1.4. Sub-output 1.1.4 (recommended for addition at mid-term): Stronger bridges and linked understandings between technical units in International Programs at ARC

2.1.4.1. *Accomplishments to date and evidence of existing or projected impact*

Bridge building between the technical units in ARC’s International Services Department is expected to be a major sub-output of the ICB grant. Indeed, one of the major undocumented institutional outcomes of the grant has been to foster this type of bridge building via training, workshops, “lateral” technical assistance of the senior food program advisor on projects in IDR and IP, joint TAU-IDR field missions (Box 2.1 and Annex I), and joint planning of the pilot country programs. This critical role of the ICB in building bridges was highlighted in almost every one of the HQ based interviews.

Box 2.1: Reflections on the Impact of a Joint IDR (International Disaster Response)-TAU (Technical Assistance Unit) Internal Evaluation of an Emergency Relief Program in Sri Lanka Facilitated by the ICB

This work—emergency response work—does not lend itself to reflection or revisiting both because of time constraints and because it is often such an intense experience that people don’t have the energy to look back. This experience [in Sri Lanka] let us go back and reassess what we did—beneficiary input, transition out of emergencies, etc. It gave us a chance to look deeply into these issues. Because I participated in the evaluation and am still working here, it has helped us to actually implement some of the recommendations. It gave us a chance to reflect and to put that reflection to good use in a real way. It confirmed things for us and it highlighted the need for quality in emergency response.

Source: Interview, Tracy Reines, IDR/ARC, September, 2006.

2.1.4.2. *Factors that have or may contribute to or detracted from development, utility, and viability of outputs*

Key factors that have *contributed* to building-bridging between the ARC International Service Department's technical units were (Annex I): joint trainings (especially in IPP); joint supervision, planning, and evaluation planning; joint project proposal development and review; and "lateral" advocacy and technical assistance by the senior food program advisor for existing programs.

Probably the single most important factor that *detracted* from the ICB's attempts at bridge-building and joint programming was the dearth of food programming staff between January 2005 and the March 2006. A quick analysis of the "management milestones" (Table 4.1 in section four) of this report shows a quick resurgence of joint activity once a new senior food program advisor was confirmed in March 2006.

ARC's commitment to increasing the percentage of transition and recovery programs from about 10 percent of the International Programs unit's portfolio to 40 percent over the next three years offers an unprecedented *opportunity* to test these bridges with new innovative programming and capacity building. Promising initiatives that are planned for FY07-FY08 include:

- Allocating 12 percent of the time of a key IDR staff person to train Regional Disaster Response Teams (RDRT);
- Joint collaboration between TAU and IP in the development of the SOW for the ICB-funded regional food program advisor to be based in Harare and for the pilot programs;
- Joint collaboration between IDR unit and TAU in consolidation of materials to be used by the senior food program advisor and the senior advisor for relief for training the RDRT and ONS staff in the pilot countries (Mozambique, Ethiopia, Lesotho); and
- Expressed willingness between IDR and TAU to collaborate on an internal review of ARC and IFRC emergency indicators that can be pilot tested as "core indicators" in projects in all three ISD operational units (IP, TRP, and IDR).

2.1.4.3. *Recommendations*

To date, the ICB's success in building core capacity within the technical units and more effective bridges is hard to document. Given the critical importance of these sub-outputs to ARC's achievement of its broader goals, the following recommendations are made.

Recommendation #1: Create sub-output. Create sub-output for output 1.1 focused on building "bridges" between the operational units affected by food programming.

Recommendation #2: Create indicators. Using the same methodology being proposed for the capacity indicators discussed for sub-output 1.1.1, the food program advisor

should work with IDR, IP, and TAU staff to identify variables and indicators with which to track this bridge building.³³

2.2. Output 1.2: Expanded collaboration between ARC and other PVOs [and institutions]³⁴ in the design and management of food and nutrition interventions in emergencies

2.2.1. Accomplishments to date and evidence of existing or projected impact

ARC's comparative advantage lies in its extensive volunteer network, "surge capacity" in disasters, and "brand recognition." While these advantages are well adapted to quick responses to disasters, they are less well adapted to more complex technical support. For this reason, ARC has anticipated the need for building its capacity to negotiate and manage complex partnerships with other international NGOs that have these skills. This increased capacity to manage partnerships was deemed a critical input into the attainment of IR1.

When the ICB proposal was written, ARC anticipated having at least two Title II programs that would be executed with other partners, a long-term collaboration with CRS and a series of applied research partners. The original indicators for this output were designed to track these partnerships.³⁵

Between FY03 (when the grant was designed) and the end of FY06, ARC has dramatically increased its interest in and willingness to engage in technical partnerships as both a grantee and sub-contractor and even as a donor (Annex I). While the indicators may have been useful when the project was designed (and had fewer partnerships) the current scale of partnerships has become so large that it is hard to track items like the "# of repeat collaborations." In the current context, it is more useful to discuss broad categories of partnership, rather than the summary figures on all the partnerships.

Collaboration with individual Title II Cooperating Sponsors in Title II program design: ARC was one of several international organizations and PVOs in the consortium (the

³³ Two indicators that were proposed during interviews include: "# of tools/activities in work plan being co-executed by at least two technical units in the International Services Department" and "# of staff that have attended TAU-sponsored training programs in the four core areas (food security basics; food management; beneficiary targeting; and monitoring, evaluation, and reporting)" (broken out separately for the TRP unit, IP unit, IDR unit, and TAU).

³⁴ Change recommended at mid-term to accommodate WFP as a partner.

³⁵ Impact Indicator 1: # of repeat collaborations (any type);

Impact Indicator 2: # of sources of internal funding for collaboration;

Monitoring Indicator 1: # of organizations involved in collaborations;

Monitoring Indicator 2: Types of collaborations (e.g., proposals, TA, training, evaluations, conferences, etc.)

Monitoring Indicator 3: # of collaborations;

Monitoring Indicator 4: # of lessons learned from the collaborations developed.

Monitoring Indicator 5: % lessons learned disseminated outside of partner organizations.

Center for Disease Control [CDC], Counterpart International, Save the Children, and Mercy Corps) that designed the Title II program for Tajikistan, whose funding was withdrawn, and in the consortium (CRS, CARE, Africare, Save the Children, Salvation Army and World Vision) for Malawi, where ARC withdrew when total funding for the project was reduced. Even though ARC was forced to withdraw from the Title II consortium in Malawi, the training provided by ARC senior M&E advisor (with support from the ISA) played a key role in determining the final design of the consortium's M&E system. Although ARC's involvement in neither grant came to fruition, the fact that they were willing to even discuss the partnerships marks a major shift in ARC's thinking about its transition and recovery programs.

Collaboration with the wider Title II CS community through the Interaction Evaluation Interest Group (EIG): One of the most interesting new partnerships (e.g., that was not envisioned in the proposal) has come out of ARC's willingness to host and help organize the Interaction Evaluation Interest Group (EIG). Since the FAM (Food Aid Management) grant terminated at the end of FY03, the EIG has taken over some of the functions once played by the FAM M&E working group. Especially important, the EIG has created one of the main forums for international PVOs, such as ARC, to share lessons learned from various ICB-supported applied research and capacity building efforts. These lessons learned are shared during their regular meetings (an average of six per year), as well as the annual EIG roundtable, which is organized annually just prior to the American Evaluation Association (AEA)'s annual meetings. During the first three years of the grant (FY04-06), ARC has (Annex I):

- Organized regular EIG meetings at ARC headquarters office in Washington (an average of every other month starting in FY05³⁶);
- Presented papers that summarize lessons learned about the different tools developed under the ICB at the EIG annual roundtables that precede annual meetings of the American Evaluation Association (AEA); and
- Supported one staff member's participation in developing an Interaction policy paper on "Demonstrating NGO Effectiveness" (self-certification process), which was ultimately reviewed and adopted by the Interaction board.

Many of these activities, as well as the travel costs associated with staff participating in the annual EIG roundtable discussions, were supported by the ICB.

Collaboration with CRS in the Title II M&E module series, which have been distributed to all the Title II Cooperating Sponsors: Traditionally, ARC has followed the tendency of most relief organizations to conduct only the most cursory sorts of monitoring and evaluation of its emergency operations. While this trend has improved in recent years, in general, the "relief" world is far behind the "development" world in identifying ways to track local level impact of their activities. For this reason, ARC was very interested in partnering with another Title II Cooperating Sponsor that had significant experience in development M&E, as well as M&E for emergencies. The output of this partnership has

³⁶ The number of meetings actually hosted, as well as the timing, can vary slightly since the group tends to organize its activities around other events such as the annual meetings of the American Evaluation Association and Interaction. Five EIG meetings were organized at ARC Headquarters in FY05 and five meetings in FY06 (Source EIG, Interaction project records).

been a series (a total of ten are planned) of field friendly M&E modules. Three of the modules have been distributed in FY06; the other modules are scheduled for finalization and distribution in FY07 and FY08 (Box 2.2). To date one or more of the modules have been used to build capacity in the design or evaluation of several of ARC's emergency, transition, and recovery programs (Annex I) and a high percentage of CRS's Title II programs, as well as some of the Title II programs of the NGOs ACDI/VOCA (Agricultural Cooperative Development International-Volunteers in Overseas Cooperative Assistance) and Africare. Most recently, FANTA has distributed the pre-evaluation module to several Title II CSs.

Collaboration with the World Food Program and other international PVOs for Tsunami relief: A second new partnership that was not envisioned in the proposal emerged when ARC became a donor charged with execution of various sub-components of the \$570 million donated to ARC for Tsunami disaster and recovery relief. The food security component of this assistance (\$120 million) was routed through the World Food Programme; other components were executed through signed contracts with the World Wildlife Fund, Mercy Corps, and Plan and Community Habitat Finance International (CHF). There is qualitative evidence (from group interviews) that the technical backstopping of ARC's TAU helped enhance WFP's emergency response planning. Especially important was the TAU's technical assistance and use of specific tools³⁷ and staff³⁸ to build WFP's capacity to manage the dramatic "surge" in food programming that accompanied Tsunami emergency and recovery programs (Box 2.3). ARC's partnership with WFP presents it with an unprecedented opportunity to look critically at the different aspects of food programming. This is a luxury that most PVOs cannot afford and one that will add tremendous value both to the ICB grant and the wider international community.

Box 2.2: ICB Series of Field Friendly M&E Modules Produced in Partnership between ARC and CRS and Distributed in FY06

Success and Learning Story Writing Packet (Draft completed September 2004) (Released in version 1.0 in June 2006)

Planning for High Quality Delivery of Capacity Building Services (Draft completed FY05) (Released in version 1.0 in June 2006).

Hiring M&E Field Staff (Draft completed FY05) (Released in version 1.0 in June 2006)

Preparing for Evaluation (Draft completed FY06) (Released in version 1.0 in June 2006)

Source: Senior M&E advisor.

³⁷ These tools included the IPP module, the revised IPP proposal guidance [which was adapted to the Tsunami context], and the ARC/CRS M&E modules.

³⁸ Especially important was the secondment of one of the NHQ (National Headquarters) senior associate for food programming in the old TAPE unit [now TAU] to WFP.

Box 2.3: Lessons Learned from the Secondment of ARC Senior Associate for Food Programming to WFP

“There are vast opportunities for working in coordination and collaboration with WFP (and a couple of other UN agencies, such as the United Nations High Commission for Refugees (UNHCR), in which ARC and the Red Cross Movement’s strengths can complement the strengths of WFP. In particular, the Red Cross Movement brings the community-based programming and social mobilization, as has been the case in the Measles Initiative. Not all of the opportunities involve ARC as a donor. Overall, ARC needs to be much more strategic in terms of how it develops its’ relationship with WFP and other partners.” Specific recommendations (that are described more in-depth in the report) include the following.

- Both organizations need to gain a better understanding of one another in order for this relationship to become a true partnership.
- Both organizations need to pay more attention to the transition from relief to rehabilitation and development and the need for consistent and regular communications.
- Both organizations need to pay more attention to transferring the skills and tools gained by the seconded delegate from working with WFP to ARC food programming and/or emergency response.

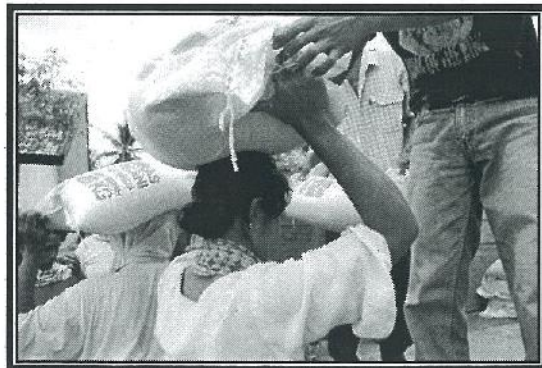
Source: Regis Chapman. 2006. American Red Cross International Services. Delegate End of Mission Report. Indonesia. Washington DC: ARC.

Collaboration with major international research centers for applied research and trainings: During FY04, ARC worked with the Feinstein Institute to organize a “Food University.” Two years later, the resulting lectures were probably the single most direct impact that staff in the IDR and IP units reported as building their personal capacity to work with food programming. A second major collaboration is being negotiated with the Academy for Educational Development (AED) to study the link between food programming and improved health. ARC’s collaboration with the Fritz Institute (in Arizona) was critical to the development and initial pilot testing of the Humanitarian Logistics Software.

2.2.2. Factors that have or may contribute to or detract from development, utility, and viability of outputs

One factor that *contributed* to ARC’s successful record in increasing the scale and complexity of its partnerships is the care with which these partnerships were screened and pilot tested before scaling up or elimination.

One of the principal *constraints* to new partnerships (such as the partnership with WFP) is the lack of a clear understanding of the roles of the different partners *vis-à-vis* one another. This was especially true in the case of the WFP-ARC partnership in Indonesia, where the ARC delegate was



The World Food Programme became a partner of ARC after the Tsunami distributing \$120 million worth of food aid in affected areas. Photo by Rein Skullerud, WFP

more or less absorbed into the WFP operations.³⁹ This was not a problem in the ARC/CRS partnership, where each partner stayed rooted in their own institution and communication between partners was easy and constant.

The new pilot country programs offer an *opportunity* to explore new partnership models, methods, and ways of screening partners.

The principal *risk* associated with ARC's commitment to executing most of its food programming through partnerships is that the agency will not be able to maintain sufficient control over program quality and financial management. To minimize this risk, all food programming partnerships must necessarily include some level of capacity building.

2.2.3. Recommendations

Recommendation #1: Revise output text to reflect expanded universe of partners. Include "and other institutions" in the text to address the significant partnership that ARC developed with USAID-funded WFP during the Tsunami disaster relief effort.

Recommendation #2: Revise the performance indicators for this sub-output to reflect the expanded universe of partners. The six indicators in the current ICB tracking table reflect the grant's original intent to focus primarily on building the capacity of local societies associated with the new Title II programs and pilot programs that ARC was planning in FY03. Far more relevant in the current context would be to track specific types of partners that are emerging. Four categories of partnership that were identified during the mid-term evaluation include:

- Number of long-term food partners;
- Number of long-term M&E partners (for emergency, transition and recovery programs);
- Number of organizations benefiting from ARC facilitated EIG network; and
- Number of collaborations with research centers and/or individual researchers for applied research and training.

³⁹ Chapman 2006: 7.

2.3. Output 1.3: Established [~~ARC domestic chapter advocacy network and~~]⁴⁰ support material for promoting the importance and need for food in international emergency responses [among ARC domestic chapters]⁴¹

2.3.1. Accomplishments to date and evidence of existing or projected impact

At the request of USAID,⁴² ARC eliminated the concept of developing an “advocacy network” (which might be construed as self-serving), but retained the concept of promotional materials. With the support of the ARC Chapter International Support (CIS) unit, ARC designed a campaign to disseminate educational and promotional materials about the importance and need for food assistance in international emergency responses. ARC’s motivation for supporting this output was both internal and external. The external motivation was to support Food for Peace’s new strategy to develop global leadership by capacity building and advocacy base in its countrywide network of domestic chapters. The internal motivation was to show ways that (ARC 2003: 18): “ARC is a vital part of the larger Movement and, putting a face to need, can give these chapters different fundraising avenues with individuals and corporations.”

While no targets were set for the first year, ARC invested heavily in the development of information featuring Africa and ARC’s bilateral emergency and non-emergency food programming for its public web site. This information was reinforced by (Annex I):

- Presentations and displays at annual meetings;
- Volunteer training courses that include a general orientation to international services; and
- Various regional meetings of ARC chapters for large catchment areas, including Des Moines, Los Angeles, and Chicago.

2.3.2. Factors that have or may contribute to or detract from development, utility, and viability of outputs

The strong alignment between ARC’s internal goals for building chapter understanding of and willingness to support international emergency and non-emergency operations and the output 1.3 of the ICB is a major strength. This accounts for the tremendous over-achievement of ARC’s goals (225%-659%) for the activities being tracked by ARC Communication and Marketing department for the ICB PITT (Table 2.2). Some of the best qualitative evidence of the impact of these activities is a threefold increase in the number of chapters contributing to emergency operations and a five fold increase in the number of chapters using some of the international case study material and “fact sheets” on the public access web site to build community awareness.

⁴⁰ Text deleted at the request of USAID/FFP in FY04. To clarify the target audience the mid-term recommends adding “among ARC domestic chapters” to the phrasing of the output.

⁴¹ Text recommended for addition per mid-term evaluation.

⁴² USAID funds cannot be used in ways that appear to advocate for increased tax payer contributions to USAID.

Table 2.2: Progress Toward the Execution of ARC's Output of Establishing Support Material for Promoting the Importance and Need for Food in International Emergency Responses, FY04-FY06

PITT Indicators	Base line	FY04			FY05			FY06		
		Target	Ach.	Ach. vs. Target	Target	Ach.	Ach. vs. Target	Target	Ach.	Ach. vs. Target
Official Indicators										
# of chapters contributing to emergency operations (food and non-food)	307	--	327	--	--	824	--	NYA	NYA	NYA
# of chapters using info. pieces for community outreach	155	--	106	--	125	824	659%	NYA	NYA	NYA
# of info. pieces about food programming	--	--	8	--	8	30*	375%	NYA	NYA	NYA
Types of info. pieces about programming	--	--	4	--	4	9	225%	NYA	NYA	NYA
Other Indicators										
Main webpage (Africa Food Crisis) (June-September 2006)										
Webpage visits**	--	--		--	--	--		X	3,766	
Webpage views#					--	--			4,672	
Individual Webpage visits (range)					--	--			139-436	
Individual Webpage views (range)									174-583	
Applied research/focus groups	--	--		--	--	--		1 Int'l Services Poll (9 cities)	1	100%

*Estimated. NYA=Not Yet Analyzed.

**A visit is when a single person comes and visits the webpage in a defined time frame. They may refresh the webpage several times, but it still only counts as one visit.

#Webpage views show how many times a webpage was loaded in a web browser. This is a good indicator for showing repeat use by the same visitor. This figure show that approximately 10 percent of the webpage's visitors go further than the main webpage of African Food Crisis.

Source: ARC 2004 and 2005 annual reports and online services, Communications and Marketing Department. ARC. September 2006.

One important factor that contributed to ARC's successful record in achieving this output is the capacity of its Communication and Marketing department. One role of this department is to monitor chapter interest and the extent to which ARC messages are having their intended impact. A recent (June 2006) ARC International Services poll of 2,300 adults, 18 years and older, residing within the jurisdiction of nine chapters (New

York, Philadelphia, San Francisco, Los Angeles, Chicago, Minneapolis/St. Paul, Miami, Washington DC, and Dallas) found that (Box 2.4):

- Sixty-two percent of respondents were aware of that ARC donations were used to help people in other countries, compared to 29, six, and five percent who were familiar with the international work of UNICEF, Save the Children, and CRS, respectively),⁴³
- Eighty-three percent of respondents were willing to send food and clothing as international assistance; and
- After emergency support for the victims of international disasters, the strongest level of support was for disease prevention in Africa and supporting Africans suffering from drought and food shortages.

Although the poll highlights that a substantial percentage of the US public recognizes ARC and its activities, these impressions are general (as they normally are for the public and media). In order to successfully familiarize and solicit participation by university and policy-based actors (and open up new avenues for funding and collaboration) ARC needs to complement these general impressions with some more rigorous technical papers that tell its story based on some of the ICB-supported research and the programs' ongoing M&E systems. Participation by and collaboration with university and policy communities requires this type of extensive investment in compilation and dissemination of the technical aspects (both in terms of reported impacts and innovative tools and methods) of food security interventions.

Box 2.4: Results of Recent International Services Poll of US Adults in Nine Cities Concerning their Knowledge and Support of ARC International PVO Activities

- *Type of Assistance Willing to Support:* Food and clothing (83%), health and medical services (77%), assistance to disaster victims (73%), and children's educations (50%) and religious activities (34%).
- *Awareness of ARC International Activities:* Providing services for disaster victims (80%); disease prevention in Africa (40%), supporting Africans suffering from drought and food shortages (45%).
- *Stories Recalled about ARC Services Outside of the US:* Tsunami relief (14%), AIDS efforts (9%), earthquake relief (5%), Iraq War (7%), disaster relief-general (5%), efforts in Africa (4%).
- *Likelihood to Donate to ARC for International Support (responses: "highly likely"):* Disaster relief in other countries (32%), disease prevention in Africa (26%), supporting Africans suffering from drought and food shortages (26%).

Source: ARC Communication and Marketing Department. Market Research and Planning. 2006. American Red Cross International Services Poll. July 5, 2006.2006. Pg. 3

⁴³ Response to the question: "When you think of organizations that collect donations in the United States to help people in other countries, what organizations do you think of?" (ARC Communication and Marketing Department 2006: 3).

2.3.3. Recommendations

ARC's public website is clearly an example of "best practice" in building domestic awareness about the general role of international PVOs and the US food assistance in international emergencies. The functional link between the website and the development of speakers and programs for ARC domestic US chapters programs enhances its impact.

Recommendation #1: Rework the phrasing of the output (to reflect the deletion of advocacy as an output).

Recommendation #2: Create a web-based technical paper series and webpage. ARC might consider making a limited number of the existing (and projected) ICB technical papers available on their website. By creating a designated space (website) and official title for the technical paper series, members of the general public who are interested in the more technical aspects of ARC's activities will have the resources to educate themselves. In addition, this series can serve as a somewhat separate resource for the other side (research, funding, and policy) of ARC's activities.

3.0. Intermediate Result 2: Red Cross/Crescent Movement Partners Develop the Capacity to Design and Manage Food Aid and Nutrition Interventions as an Effective Response to Emergencies

To achieve IR2, ARC envisioned two outputs:

- Output 2.1: Improved knowledge base in National Red Cross Societies to design and manage local food aid and nutrition interventions in emergencies and
- Output 2.2: Enhanced coordination between National Red Cross Societies and local institutions in food and nutrition during emergencies.

3.1. Accomplishments to date and evidence of existing or projected impact

F04-FY06: The genius of the original design of the ARC ICB proposal was its attempt to link new tools development, training, and pilot testing at the HQ-level with improved programming in two pilot programs before scaling up (Box 3.1). ARC originally considered Ethiopia, Cambodia, and El Salvador because of their fit with ARC criteria for participation in the pilot (Box 3.1). Although the ARC Technical Assistance Unit has provided extensive case by case technical assistance to specific countries (see Annex I), they are three years behind in the execution of the pilot programs.

FY07-FY08: Given the much shorter time (two years) that ARC now has to execute the pilot programs from start to end and the current priority being placed on building National Society capacity in Africa, ARC has selected three African countries (Mozambique, Ethiopia, and Lesotho) for pilot projects that are slated to start in FY07. Parallel to this activity the senior food program advisor, Ange Tingbo, is collaborating with the senior advisor for relief, Tracy Reines, of the International Disaster Response unit, in the design of a series of trainings on food security for the southern Africa

Regional Disaster Response Teams (RDRT). To facilitate the realization of these activities:

- The TAU, IDR, and IP units are collaborating on the recruitment and hiring of a new regional food program advisor who will be based in either Zimbabwe or Lesotho;
- The IDR unit and TAU collaborated on a joint design and needs assessment mission in October 2006;
- The IDR unit and TAU will need to collaborate and backstop one another on consolidation of the training modules that they will be using for the southern Africa regional training and pilot country training programs; and
- The TAU is working with the IP unit on integrating a food component into some of the other longer term projects of the Mozambican Red Cross, especially HIV/AIDS home based care and possibly maternal and child health activities.

Box 3.1: Original Criteria for Countries Selected for ARC ICB Pilot Projects

“ARC proposes to field test technical programs in two countries. All developed tools and training can be shared with other PVOs, US government staff, and other organizations.

The selected countries for the two pilot projects must meet the following criteria:

- Be disaster prone (likely to experience an emergency during LOP);
- Be food insecure;
- Have an ARC presence;
- Demonstrate a fit within the USAID mission’s strategic framework and have mission support;
- Offer an opportunity to work with local partners;
- Have the support of the host country National Society;
- Represent a strategic intersection of needs, interests, resources, and capabilities for both ARC programming and that of the host National Society;
- Offer a setting that will allow us to increase our capacity to do nutritional interventions; and
- Have the potential to expand programmatically into longer-term work.”

Source: ARC 2003: 14.

3.2. Factors that have or may contribute to or detract from development, utility, and viability of outputs

The principal reasons for the delays in the pilot programs were staff shortages and priority shifts that resulted from the massive “surge” in ARC relief due to the Tsunami in FY05. This constraint was addressed by the confirmation of Ange Tingbo as senior food program advisor in March 2006 and the recent decision by IDR to commit a percentage of the time of senior advisor for relief, Tracy Reines, for field-level training.



Lesotho (one of the pilot project countries) Red Cross volunteers distributing seeds door to door.
Photo by Jeff Weiss, ARC

Weak inter-unit collaboration for conceptualization and execution of the pilot programs was another factor that hindered progress during FY04-FY06. This is no longer the case given International Programs' interest in building its African portfolio and the heavy focus of the IDR unit and TAU on building National Society capacity in Africa.

The three case studies that will result from the country pilot programs offer a rare opportunity to have an impact in the field and to extrapolate valuable lessons learned that can be incorporated when the model is scaled up. The chief challenge for the pilot programs will be to balance the two priorities of having an impact in the field and extracting lessons learned regarding the tools and model used, so that results are achieved for both priorities.

3.3. Recommendations

Recommendation #1: Design and execute country programs (three planned) and RDRT training in southern Africa.

Recommendation #2: Create a self-assessment capacity index. This index should provide a grid that the senior food program advisor and the regional food program advisor (for southern Africa) can use to help the ONS in the pilot countries identify and track their needs and progress in the five "core" areas being targeted by the pilot programs (food security basic concepts; Integrated Planning Process [IPP]; emergency/transition targeting of beneficiaries; food commodity management; and improved M&E for food aid programs) and two "emerging" areas (slow onset disasters and HIV/AIDS home based care).

Recommendation #3: Reorganize the indicators to reflect new project activities and priorities.

- 3.a: Add two new indicators that track the impact of better partnerships as well as the number and content of the partnerships;⁴⁴
- 3.b: Replace all but one of the original impact indicators for IR2 (which would probably require more than two years to show a measurable impact⁴⁵) except "Percent improvement on score of Social Mobilization Index"; and
- 3.c: Track the number of RDRTs trained in southern Africa.

⁴⁴ Sample indicators might include:

Number of Pilot Countries that have developed new projects that include food programming as a result of their being perceived as more viable partners; and
Partnership Capacity Index for the pilot countries (based on a capacity index similar to the one recommended in 3.a above).

⁴⁵ These original indicators were (ARC 2003; Annex D):

1. Reduction in wasting among US food recipients;
2. Increase surge capacity
 1. % of emergency proposals field initiated
 2. % of emergency proposals using integrated approach
 3. % of emergency proposals that require </- 2 formal internal review sessions before submission to donor

4.0. Management and Financial Systems

4.1. Management and finance

The ICB's management and implementation history can be classified into three broad periods that coincide with the distinct periods outlined in the introduction. Each period was characterized by a different management and staffing model, a different set of priorities in terms of existing and potential food security partners, and different Title II Cooperating Sponsor partnerships (Table 4.1):

- Period one: September 3 - December, 25, 2004;
- Period two: December 26, 2004 - September 30, 2005; and
- Period three: October 1, 2005 - present.

4.1.1 Period one: September 3 - December 26, 2004

In contrast to many of the other Title II Cooperating Sponsors' ICB grants, ARC's proposal did not layout a specific management plan or system. All activities were coordinated by the grant manager who was usually the senior food program advisor (or senior food program administrator) depending upon the time period. The grant manager worked in close association with a Food Programming Working Group during FY04. This working group included members of the different operational units in the International Services Department (ISD). This was a highly productive time during which the working group and advisor focused on:

- Increasing ARC HQ staff's core understanding of food security and food management;
- Developing proposals and initial monitoring and evaluation systems for two Title II projects—Tajikistan and Malawi—and the associated consortia;
- Revising and updating the IPP training modules and tools that were developed under the IPP; and
- Developing the partnership and plans for the ARC/CRS M&E series, including the first two draft modules.

4.1.2. Period two: December 27, 2004 – September 30, 2005

What was a promising start to this period was dramatically altered by the Tsunami (December 24, 2004). Once the Tsunami hit, almost all key staff associated with the grant were pulled off for short-term assignments and technical assistance associated with the disaster. Especially important is the fact that ARC did not nominate a replacement for the food security advisor position (who was also the project manager).⁴⁶ Instead they relied on existing staff or fellows to serve as interims. This meant there was no confirmed, long term official head of the project from August 2004, when Mark Smith (the former project supervisor) was promoted to head of the Africa unit, until March 2006 when Ange Tingbo⁴⁷ started his position as food program advisor.

⁴⁶ One reason for this was that they hoped that the staff member seconded to WFP during the Tsunami relief effort would return to occupy that position.

⁴⁷ Mark Smith's successor, Regis Chapman, only served four months (Table 4.1).

Table 4.1: ICB Program Management Milestones Directly or Indirectly Linked to the Current Grant

FY	Dates	Management Milestones
---	1997	Hurricane Mitch aftermath leads ARC to reflect on need to create a technical unit
99	Oct 1, 1998	ISA grant starts
01	June 30, 2001	ISA grant ends
02	----	No Title II capacity building support, but ARC continues to support many activities started under the ISA, including the IPP and food commodity training.
03	----	
04	10/03	ICB agreement awarded by FFP/USAID
	4-6/04	Extensive capacity building to help design of USAID/FFP Malawi consortium
05	Oct 04	ARC pulled out of Malawi consortium for USAID/FFP final decision in Oct.
04	----	Initial planning and discussions for ARC/CRS module series (one produced in draft form)
04	FY04	Joint IDR and TAPE (former name for TAU) participation in organization and execution of food university events
04	FY04	USAID/FFP cut funding in Tajikistan
04	8/05	New one year USDA proposals (Tanzania, Bangladesh, Viet Nam, Bulgaria)
04	9/03 – 8/04	Mark Smith, grant manager
05/	8/04-12/04	Regis Chapman, grant manager
05	12/26/04	Tsunami hits
05	12/04-2/06	A series of interim project managers
05	--	Task order with Tufts signed
05	--	Contracts for ARC/CRS modules signed
05	11/04	Internal audit (review)
05	1/05	Technical Assistance Unit presents their plan for technical assistance to IDR relief efforts
	7-8/05	International Relief and Development splits into: Tsunami Recovery Program, Technical Solutions Program, and International Programs
05	9/05 (fall)	Nan Buzard becomes director of IDR unit
05	9/05)	Pat McLaughlin confirmed as head of Technical Solutions unit (which is later renamed the TAU)
05	8/29/05	Hurricane Katrina
06	11/05/05	TAU/IDR/IP/TRP/Chapter support/communications meetings to reflect on status of ICB grant and discuss whether or not to give grant back or use it effectively and in the spirit of the grant
06	11/18/05	Meet with USAID/FFP to discuss changes in vision for the grant
06	12/05/05	ICB base strategy approved to continue responsibly
06	1/06	FFP approved secondment of Ben Kim to Geneva for Humanitarian Logistics Software (warehouse)
06	11/05 - 2/06 discussed	ARC communicates revised vision of grant on a "strategy that focuses on building Movement capacity to effectively partner with WFP" to USAID/FFP which USAID/FFP agrees is within the spirit of the grant given the shift in context.
06	2/06	Hiring of Ange Tingbo as sr. food program advisor to manage the grant
05	7-8/05	Joint IDR and TAU technical assistance to evaluate emergency relief in Sri Lanka
06	6-7/06	Joint IDR and TAU meeting to define emergency phase objectives and approve Term of Reference for Lesotho post to oversee southern Africa food programming capacity building and pilot countries
06	7/06	Joint IDR and TAU participation in FFP/USAID Food Aid Conference
06	8/06	Joint IDR, IP and TAU selection of three pilot countries

Source: Project documentation and interviews with ARC senior food program advisor, TAU director, senior M&E advisor, senior director of Client and Community Recovery, and senior director of International Programs. September 2006.

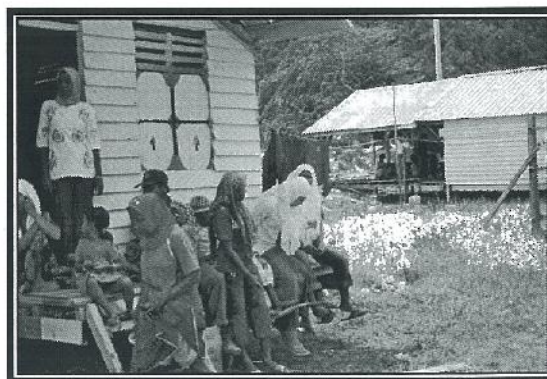
The Technical Assistance Unit staff that remained at headquarters were focused on backstopping the relief work. During this time period the activities of the Food Security Working Group, which had been so active in FY04, appear to have been absorbed into the more broad-based relief programming committees and working groups. The associated staff and management changes slowed the development of some of the specific products that were envisioned by the grant, except those that were envisioned as part of the ARC/CRS M&E module series.⁴⁸ ARC's extensive involvement in the Tsunami relief effort did not, however, halt grant activities. If anything, the grant's impact became amplified because many of the products that were developed under the previous ISA grant (FY99-FY01) and refined during FY04 were suddenly scaled up (Annex I). In sum, the ICB continued to address the original grant IRs, but the focus shifted to:

- Building capacity of WFP, which was now ARC's principal partner for food programming during the relief and
- Revising some of the existing proposal development and reporting tools that had been developed under the earlier ISA and during FY04 of the current program for use during the Tsunami relief effort.

At the same time the rate and velocity of turning out new products, training new and existing staff, and revising other products that the grant had envisioned slowed down due to the fact that many of the key staff were pulled off the grant for Tsunami relief.

4.1.3. Period three: October 1, 2005 - present

The dawn of a new fiscal year (October 1, 2005) was associated with a shift from shorter term emergency efforts to more long term Tsunami recovery programs. This period was also associated with a series of internal meetings to reflect on future directions of the ICB grant given that some of the key assumptions that went into its design (e.g., the prospects of having new Title II country programs) were no longer valid due to certain shifts in USAID's funding priorities and budgets. Although a high percentage of the International Services Department staff were involved with the design and execution of relief efforts for Hurricane Katrina, this relief effort did not derail the grant's management structure or slow product execution like the Tsunami had. This period coincides with ARC's attempt to absorb many of the lessons learned from the Tsunami both in terms of programming and philosophy in the following three major areas.



Transitional housing built as part of Tsunami relief by ARC in Aceh Besar District, Indonesia. Photo source: The IDP Assistance Project: Meeting Needs in Tsunami-Affected Aceh (2006 Draft)

⁴⁸ The process of contracting, reviewing, and producing the M&E module series continued as planned during FY05 under the joint guidance of the ARC senior M&E advisor (Alice Willard) and the CRS senior M&E advisor (Guy Sharrock).

- *IDR's new focus:* The ARC IDR department recommitted itself to focusing on areas for which it has a competitive advantage, which resulted in not executing food programming directly as part of its emergency programs as was being considered when the grant was started. Any food programming would be administered through sub-contracts or partnerships with other organizations or units within ARC.
- *The creation of new operational units with direct or indirect involvement in food programming:* Given the complexity of shifting from emergency relief to longer term transition programs (especially in the Tsunami area) ARC:
 - Created a separate technical unit to coordinate the Tsunami recovery programs that “bridged” the transition from IDR-managed disaster relief to longer term recovery programs and
 - Separated the Technical Assistance Unit (which coordinates the ICB grant) from the International Program unit (which oversees longer term transitional and development programming) in order to give it more latitude for providing backup technical support to all the units.
- *Renewed emphasis on building national partner capacity, especially in Africa (for ARC):* Simultaneous with these changes, there has been a Movement-wide renewed interest in building and tracking national partner capacity and ARC has committed itself to focusing a high percentage of these efforts on Africa. Given the strong link between slow onset disasters (e.g., drought and HIV/AIDS) many of the National Societies have expressed their interest in building their capacity for longer term programming.

4.1.4. Budget and financial systems

The total budget for the ICB is \$2,716,112, of which \$1,800,000 was awarded by USAID with a commitment from the American Red Cross (ARC) of \$916,112 (33% of the grant total) in matching funds. Another strength of ARC (beyond its unparalleled capacity for mass mobilization both in the US and abroad through its active system of local chapters and strong brand recognition, Box 2.4) is its extremely solid, well-developed, harmonized systems for management of project funds (Box 4.1). The grant has been implemented under rigorous budget controls. Only a small percentage of the budget has been used for staff positions since three of the four positions that were identified for support were never filled or were only filled for short periods.⁴⁹ Certain training programs and text revisions (like the second revision of the IPP proposal guidance) were paid for with funds from the Tsunami relief program. The grant is thus under-spent.⁵⁰

⁴⁹ The ICB proposal anticipated four positions: program manager/food aid manager; nutritionist (with an M&E background), financial manager, and a second food aid manager. Only the food aid manager position has been staffed consistently. In lieu of new positions, several staff (including the senior M&E advisor and the TAU director [who was formerly in the TAU M&E unit]) have charged time to the grant. With the addition of the new regional food program advisor, two of the four positions will be filled.

⁵⁰ The latest pipeline analysis (9/27/06) shows that ARC has so far received \$681,165 out of the \$1,800,000 allocated. The total expenditures to date are \$558,819.

4.1.5. Factors that have or may contribute to or detract from development, utility, and viability of outputs

Probably the single most important *constraint* of the grant's management that affected both the rate of activity, expenditure, and impact was staff turnover. This turnover seems to have reduced ARC backing to the WFP partnership.⁵¹ Staff turnover (which was directly linked to the Tsunami "surge") has also made it difficult to develop a more focused program for planning and tracking ICB-supported training and revising the PITT.

Box 4.1: The ARC ICB Project Budget and Financial Systems

At ARC, management of ICB funds falls into the category of accounting for restricted funds and is assigned to a unit of its own that monitors the operations. The unit for this ICB is based in Charlotte, NC. The main principles are as follows.

- Activity for each federal award is tracked in a separate restricted Action Program (AP) code, intended to only be used for that one specific programs activity.
- Any expense activity incurred against the ICB award is allowable against the program as outlined by the grant agreement; expenses are made and recorded according to guidelines specified in ARC/expense/procurement/contracting policies.
- Expense activity for the grant is monitored against the project budget (which was developed according to provisions specified in the approved grant proposal) on a monthly basis by NHQ [National Headquarters] analyst; detailed expense activity is also monitored, via review of detailed "NIIQ Report," which provides description of any expense line item that was recorded on the GL [General Ledger] for the program.
- All salary expenses and related benefits to the ICB grant are supported by monthly time sheets.
- All external reporting is completed by the SSC [Shared Services Center] Restricted Funds Group.

Source: Ange Tingbo. September 2006.

A major *strength* was that ARC has internal systems for "tracking" these issues that are rare among international PVOs. Especially important, the International Services Department has one program implementation officer, Svafa H. Asgeirsdottir, whose assigned duty is to monitor project budgets, ensuring that grant managers are in compliance with the terms of the award agreements. These audits are extensive and address issues such as:⁵²

- *Documentation*: Whether the project documentation is in order on the ARC hard drive;
- *Budgets*: The rate of expenditure and conformity between the original budget and expenditure patterns;
- *Reports*: Whether the data presented in the reports is accurate and substantiated by the project records;⁵³ and
- *Project tracking*: Whether the project's data is properly entered into the International Project Management System (IPMS).⁵⁴

⁵¹ Chapman 2006: 5, 7-8.

⁵² Source: Interoffice Memorandum to Gerald Jones, VP ISD, from Svafa H. Asgeirsdottir, November 1, 2004. Subject: AP 2626-USAID-ICB Cooperative Agreement No. AFPP-A-03-0007-00.

⁵³ The external consultant was especially impressed by the rigorous internal audit of the information presented in the annual report to USAID.

Three of the chief concerns of the ISD program implementation officer are that:

- There are high rates of staff turnover (especially in the ICB project manager position);
- The grant is under-spent; and
- There is no clear system for analysis and planning of ARC's matching funds contribution.

4.2. Link between the ICB sponsored training and project management and planning

The vast majority of the formal training programs that were envisioned for FY04 and FY05 in the grant proposal were never executed. Some of the funds slated for training were used to pay for HQ and field staff to attend training workshops (Annex III, Table 1). Most of the funds are still unspent.

In many cases the ICB supported workshop training *contributed* to the overall quality of ARC's food programming, both in terms of the technical material learned and the bridges between technical units that it created or strengthened.

With rare exceptions (such as the recent IPP trainings at the NHQ and in Sri Lanka and Indonesia⁵⁵), the lack of a clear system for documenting how many people were trained at different levels (ONS, HQ staff in different technical units) is a clear *constraint* that is likely to detract from the long-term utility of the training. This type of information on who was trained, the training topic, and their retention of the training is critical to building capacity of the technical units and ONS. Another *constraint* is that many of the materials that were acquired during staff participation in the different workshops have been lost. This in turn has short-circuited some of the longer-term capacity building that could have resulted from these workshops and special training sessions. The two years remaining on the grant offer the TAU an *opportunity* to address both issues.

4.3. Link between the ICB monitoring and evaluation and project management

The current indicators in the ICB performance indicator tracking table have very little connection to the revised project priorities and targets. This in turn has limited the utility of the ICB M&E data to inform long-term planning and bridge building between the technical units of the International Services Department.

⁵⁴ No mention is made of whether or not the audits check if grants are in compliance with the tracking system committed to in the grant.

⁵⁵ The system developed by the senior M&E advisor for tracking single and multiple participation of individual staff in the HQ and regional IPP trainings is an example of best practice. This system included pre and post tests and tracked the use of "first generation" trainees as trainers during follow-on workshops. These basic tables need to be supplemented by a simple summary table that is updated regularly.

4.4 Recommendations

4.4.1. Finance and management

Recommendation #1: Ensure continuous staffing of the senior food program advisor position. Ensure that the senior food program advisor position continues to be filled with a qualified person and that this person's activities are not reassigned to peripheral activities that may solve short-term problems, but deflect their attention from the more broad-based needs of the grant.

Recommendation #2: Ensure that the senior food program advisor has access to core ARC staff and consultancy support needed to conduct job successfully.

Recommendation #3: Create a food programming committee and use the committee to oversee clear tracking and planning for project activities. Based on evidence (through annual reports and interviews) of the importance of the Food Programming Working Group in FY04 (and evidence of the detrimental effects of the dissolution of this group, which resulted in an increased burden of "building bridges" on the senior food program advisor) it is essential to create a food programming committee. This committee would help facilitate the collaboration across agency administration units needed to achieve project results. It would have a representative from each of the different technical units (TRP, IDR, TAU, and IP, as well as the program implementation officer in IP) and a formal mechanism to ensure that the individuals that serve on the committee get recognition for their role in their annual reports. This role should be primarily one of oversight and communication with the actual work being "tasked" to staff through the grant manager, who is also the senior food program advisor.

Recommendation #4: Revise the project budget (for ICB funds and ARC's matching funds) to reflect the new ICB priorities and develop a clear system for tracking matching funds as well as project funds.

4.4.2. Project systems for planning and tracking ICB-related training

Recommendation #1: Develop flexible annual training plans. There is a clear need for more focused planning of formal and informal training sessions during "non-surge" (i.e., non emergency) situations when staff have time to be trained. This planning process needs to be very flexible so that it can accommodate the need for flexibility during "surge" periods when catastrophes strike and ARC must gear up a quick response. Armed with an annual plan and a functioning food programming committee, the team will be better placed to adjust the plan as circumstances change.

Recommendation #2: Develop better systems for tracking who is trained, in what and when. There is a clear need for better systems of tracking ICB-supported training (both formal, on site, "distance" [i.e., email based], and workshop-based) during the next part of the grant in order to see how training impacts the project's progress toward the attainment of its intermediate results. The systems developed by the senior M&E advisor

for the IPP trainings are a good model that could probably be “scaled up.” This tracking needs to be updated at least quarterly given the anticipated accelerated rate of operations during the next year. The original tracking table anticipated this issue by suggesting that the grant track how many staff that had the training were retained. This is a good model that needs to be fully developed and centralized under the senior food program advisor during the next two years.

4.4.3. Project M&E systems

Recommendation #1: Revise the PITT indicators and targets based on a review of the mid-terms recommendations using the standard PITT form recommended by USAID. One important output of the mid-term review was to conduct a detailed review of which indicators did and did not have clear links to the revised program. Based on this analysis (which is discussed in the main body of the text for each IR, output, and sub-output) the team should revise the PITT indicators and targets based on a review of the mid-term recommendations using the standard PITT form recommended by USAID.

5.0. Conclusions and Recommendations

5.1. Quick action recommendations

Based on the analysis the team identified a list of 32 recommendations for activities that could improve grantee performance during the next two years (Table 5.1). Almost three-quarters of the recommended actions (24 of the 32) are “quick action” recommendations that the project should be able to implement within four months, simultaneous with launching of the pilot country programs, because they build on existing initiatives. The “quick action” items (indicated with a Q in Table 5.1) need to be resolved so that other activities can move forward at an accelerated rate include.

5.2. Five major categories of recommendations

To facilitate follow-up, the 32 recommendations that are discussed in sections three and four of the report are re-grouped into five cross-cutting categories by topic in summary Table 5.1: management and finance; strategic planning, M&E, and reporting; tools development and distribution; ARC HQ capacity building and training; and pilot programs and southern Africa training. Correlating the 32 recommendations (rows in Table 5.1) with each of these cross-cutting categories (columns in Table 5.1) facilitates staff follow-up on certain issues—such as M&E—that need to be addressed for more than one output or sub-output (Table 5.1).

Management and finance:

- Ensure continuous staffing of the senior food program advisor position for pilot country programs and that the person filling this position has access to the necessary staff and consultancy support needed to conduct the job (finance and management recommendations 1-2);

- Create a food programming committee and use the committee to oversee clear tracking and planning for project activities (finance and management recommendation 3); and
- Revise the ICB budget so that it is in line with revised priorities and activities of the grant (finance and management recommendation 4).

Strategic planning, M&E, and reporting:

- Develop self-assessment tools needed to track food security capacity (on top of other core capacities being tracked) in the major ISD units (IDR, TRP, and IP) and in the ONS with whom the ISD units are working under the grant (Sub-output 1.1.2, recommendation 1; Output 2.1 and 2.2, recommendation 2);
- Revise IR and sub-output statements and indicators where relevant (Sub-output 1.1.2, recommendations 3-4; Sub-output 1.1.4, recommendations 1-2; Output 1.2, recommendations 1-2; Output 1.3, recommendation 1; and Output 2.1 and 2.2, recommendation 3);
- Consolidate ARC and IFRC's existing experience with emergency indicators and identify other valuable experiences from within the community of Title II PVOs and pilot test some of these indicators in ICB-sponsored pilot country programs (Sub-output 1.1.3, recommendations 1-4); and
- Create a web-based (internal or external) paper series and web page (Output 1.3, recommendation 2).

Tools development and distribution:

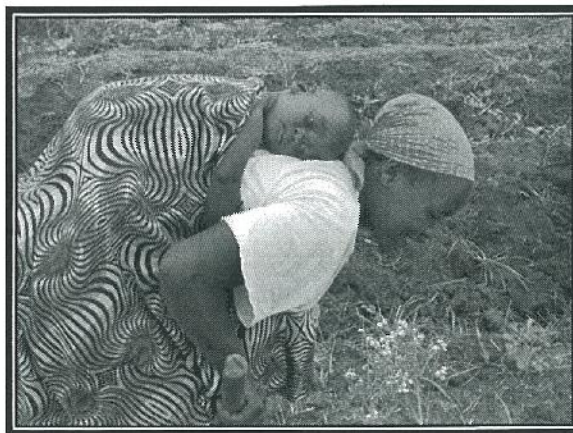
- Set priorities for tools development and completion (Sub-output 1.1.1, recommendation 4);
- Assign clear responsibility for completing tools (Sub-output 1.1.1, recommendation 5);
- Prepare bibliographies that situate tools within a broader internal and external context (Sub-output 1.1.1, recommendation 6);
- Facilitate CS-wide distribution of appropriate completed tools (Sub-output 1.1.1, recommendation 7); and
- Facilitate internal RC and external CS access to the ARC/CRS M&E module series (Sub-output 1.1.1, recommendation 8).

ARC HQ capacity building and training:

- Create a food security seminar series (Sub-output 1.1.1, recommendation 2);
- Develop a pre and post-test for the seminar series and food security basics course (Sub-output 1.1.1, recommendation 3);
- Strengthen existing food programming/security checklist (Sub-output 1.1.2, recommendation 1);
- Participate actively in quarterly review of IP projects (Sub-output 1.1.2, recommendation 2); and
- Develop flexible annual training plans and better systems to track who is trained, in what, and when (HQ staff) (Project systems for planning and tracking ICB-related training recommendations 1-2).

Pilot country programs and southern Africa training:

- Design and execute pilot programs (3 planned) and RDRT training in southern Africa (Output 2.1 and 2.2, recommendation 1);
- Create self-assessment capacity index that National RC Societies can use to identify and track their needs and progress (in collaboration with M&E activities above) (Output 2.1 and 2.2, recommendation 2);
- Develop flexible annual training plans and better systems to track who is trained, in what, and when (ONS staff) (Output 2.1 and 2.2, recommendations 1-2).



Female volunteer in Moamba, Mozambique where ARC is planning to develop several activities associated with its ICB-supported Pilot Country Program. Photo by: Ange Tingbo, ARC

5.3. Broader institutional impact and prospects for sustaining the existing and projected results

The ICB grant was designed to develop the capacity of ARC within a given policy context that was influenced by the orientation of four major groups of actors: ARC itself, USAID/FFP, the International Federation of the Red Cross (IFRC), and the Red Cross/Red Crescent National Societies (Annex III, Table 2). A series of changes both within ARC and USAID/FFP (most notably the growing importance of building local capacity to identify and manage major risks, as well as to reduce food insecurity) have brought the policy priorities of these major actors into closer alignment with the priorities of the ICB (Annex III, Table 2).

Some of the best indirect evidence of ARC's commitment to the new development-relief paradigm being promoted by the grant is the long-term impact of the previous ISA (FY98-FY01) grant. This longer term perspective shows that ARC continued to support both the positions and the tools developed under the previous grant even during the two year period (FY02 and FY03) when ARC did not have a Title II capacity building grant.⁵⁶ The current shift in ARC's policy environment suggests that the principal tools and capacities being developed under the grant are part of deeper long-term changes that are likely to continue. In this revised context, the prospects for maintaining and updating the resulting tools and systems is probably even greater than when the grant started, even with the shifts in Title II funding.

⁵⁶ Unlike most of the other Title II funded ISA grants, ARC's ISA was for only three years.

Table 5.1: Summary Mid-Term Recommendations for Enhancing Grantee Performance (Individual recommendations grouped by five major categories)

Recommendations	Quick Action Rec.	Five Major Categories of the Recommendations			
		Mgt & Finance	Strategic Planning, M&E & Reporting	Tools Development and Distribution	ARC HQ Capacity Building & Training
Intermediate Result 1: ARC Improves its Institutional and Technical Capacity to Design and Manage Food Aid and Nutrition Interventions as an Effective Response to Emergencies					
Output 1.1: Enhanced ARC staff technical knowledge base					
<i>Sub-output 1.1.1: Improved tools for needs assessment, nutritional surveillance, and planning of emergency interventions</i>					
1. Develop self-assessment tools needed to track capacity in the major ISD operational units (IDR, TRP, IP)	Q		X FPA**#		
2. Create a food security (food programming) seminar series (including at least one in-house training on "food security basics") and associated modules				X FPA**#	
3. Develop a pre and post test for the food security/programming seminar series and food security basics course as a tool for monitoring staff comprehension of key issues	Q			X FPA**#	
4. Set priorities for tools development and completion	Q			X FP Committee	
5. Assign clear responsibility for completing tools	Q			X FP Committee	
6. Prepare bibliographies that situate tools within a broader internal and external context	Q			X FPA**	
7. Facilitate CS-wide distribution of appropriate completed tools	Q			X M&EA	
8. Facilitate internal RC and external CS access to the ARC/CRS M&E module series	Q			X FSI & CMD	
<i>Sub-output 1.1.2: Enhanced emergency response planning that integrates food and nutrition with water/sanitation and other public health interventions.</i>					
1. Strengthen the existing "food programming" and/or "food security" checklist form	Q				X FPA with IP and IDR
2. Participate actively in quarterly review of projects in International Programs unit					X FPA with IP
3. Revise sub-output statement	Q		X FPA**#		
4. Revise indicators	Q		X FPA**#		

Recommendations	Quick Action Rec.	Five Major Categories of the Recommendations				
		Mgt & Finance	Strategic Planning, M&E & Reporting	Tools Development and Distribution	ARC HQ Capacity Building & Training	Pilot Programs & Southern Africa Training
<i>Sub-output 1.1.3: Standardized monitoring and evaluation systems to measure the nutritional impact of food in emergencies</i>						
1. Determine whether indicators should continue to focus on nutrition or general assessment	Q		X IDR&TAU**			
2. Consolidate information on ARC and IFRC existing experiences with emergency indicators			X IDR&TAU**			
3. Identify other valuable experiences and indicators from other Title II Cooperating Sponsors						
4. Identify a reduced number of "core indicators" that can be pilot tested			X M&EA			
<i>Sub-output 1.1.4 (recommended for addition at mid-term): Stronger bridges and linked understandings between technical units in International Programs at ARC</i>						
1. Create sub-output	Q		X FPA & FPComm#			
2. Create indicators	Q		FPComm#			
Output 1.2: Expanded collaboration between ARC and other PVOs [and institutions] in the design and management of food and nutrition interventions in emergencies						
1. Revise output text to reflect expanded universe of partners	Q		X FPA & FPComm#			
2. Revise performance indicators for this sub-output to reflect expanded universe of partners	Q		FPComm#			
Output 1.3: Established [ARC domestic chapter advocacy network and] support material for promoting the importance and need for food in international emergency responses [among ARC domestic chapters] ⁵⁷						
1. Rework the phrasing of the output text (to reflect the deletion of advocacy as a goal for activities)	Q		X FPA & FPComm#			
2. Create a web-based technical paper series and web page	Q		X FPA & FPComm#			
Intermediate Result 2: Red Cross/Crescent Movement Partners Develop the Capacity to Design and Manage Food Aid and Nutrition Interventions as an Effective Response to Emergencies						
Output 2.1: Improved knowledge base in National Red Cross Societies to design and manage local food aid and nutrition interventions in emergencies						
Output 2.2: Enhanced coordination between National Red Cross Societies and local institutions in food and nutrition during emergencies						

⁵⁷ Text deleted at the request of USAID/FFP in FY04 from the original phrasing in the proposal.

⁵⁸ Text recommended for addition per mid-term evaluation.

Recommendations	Quick Action Rec.	Five Major Categories of the Recommendations			
		Mgt & Finance	Strategic Planning, M&E & Reporting	Tools Development and Distribution	ARC HQ Capacity Building & Training
1. Design and execute pilot programs (3 planned) and RDRT training in southern Africa			FPComm (review)		SAR (IDR), RFPA (TAU), & FPA (TAU)
2. Create self-assessment capacity index that national RC societies can use to identify and track their needs and progress	Q		X		
3. Add two new indicators that track impact of better partnerships, as well as number and content of partnerships	Q		X		
Management and Financial Systems (Section 4.0 of this report)					
Finance and management					
1. Ensure continuous staffing of senior food program advisor position		X TAUD			
2. Ensure that the senior food program advisor has access to necessary staff and consultancy support needed to conduct the job	Q	X TAUD			
3. Create food programming committee and use committee to oversee clear tracking and planning for project activities					
4. Revise ICB budget so that it is in line with revised priorities and activities of grant	Q	X TAUD & FPA			
Project systems for planning and tracking ICB-related training					
1. Develop flexible annual training plans	Q				SAR (IDR), RFPA (TAU), & FPA (TAU)**
2. Develop better systems for tracking who is trained, in what, and when	Q			X FPA & FPComm	
Project M&E Systems (global)					
1. Revise PITT indicators and targets based on review of recommendations made in mid-term	Q		X FPA# & FSComm		

#=Technical oversight and review by senior M&E advisor

**Consultant assistance could be used to perform specific activities to accelerate execution and results.

FPA: senior food program advisor; M&EA: senior monitoring and evaluation advisor; TAUD: technical assistance unit director; FPComm: food programming committee (recommended by the mid-term) with representation from TAU, IDR, IP, and TRP (Tsunami Response Program); SAR: senior advisor for relief (IDR unit); RFPA: regional food program advisor (based in Harare)

Annex I: List of ICB Project Activities, FY04-FY06

IR/Output/Activities	FY04	FY05	FY06	Quantitative and Qualitative Evidence of Impact to Date	Identified Need
Intermediate Result 1: ARC Improves its Institutional and Technical Capacity to Design and Manage Food Aid and Nutrition Interventions as an Effective Response to Emergencies					
Output 1.1: Enhanced ARC staff technical knowledge base					
<i>Sub-output 1.1.1: Improved tools for needs assessment, nutritional surveillance, and planning for emergency interventions</i>					
#1 FOOD SECURITY BASICS					
a) General awareness building	Four sessions from the ARC Food University which were then posted on the web (made available to 30,000 staff).	One-on-one training by Tufts of food program advisor seconded to WFP for Tsunami Relief and congressional advisor World food day session (did educational sessions of all ARC staff) (2 slide shows). Other institutions associated: Save the Children, Africare, WFP, Congressional Hunger Committee June 11, United Against Hunger run in Greater New York and Washington DC	Tufts modules are housed in the food unit but not being systematically used Food program advisor presentation of ICB to HQ international staff	Participation of staff from IDR and other units helped create bridges to discuss need for collaboration on food programming 2004 training applied immediately to \$570 million of Tsunami relief. Key innovations that can be linked to technical backstopping from ICB include: a) needs assessment b) project design c) M&E 2006 training helped new IDR staff better understand ICB	A bibliography that would organize past presentations and modules could help the food program advisor capitalize on these modules for training

IR/Output/Activities	FY04	FY05	FY06	Quantitative and Qualitative Evidence of Impact to Date	Identified Need
b) Specialized conferences, workshops and meetings		<p>Two staff participated in inter-agency community-based therapeutic care meeting (2/28-2/2/05) hosted at ARC</p> <p>One food programming person attended food aid conference in Kansas City</p> <p>Two people trained in hearth positive deviance methodology at workshop</p> <p>One person attended workshop on USAID rules and regulations of commodity management (D)</p>	<p>Food program advisor attended regional workshop on US rules and regulations (Tanzania)</p> <p>Food program advisor attended regional Red Cross meeting in southern Africa associated with developing a regional food security strategy</p>		<p>A food unit bibliography that indicates location of proceedings and training materials</p>
c) Case study material on actual projects that will build staff understanding of key concepts		<p>Two case studies by Ilisa Gertner with input from Tufts (Bulgaria and Viet Nam)⁵⁹ for intended (but never actualized) Tufts training</p>	<p>TOR developed for collaborative research by AED to build up evidence base around food value in integrated programs is planned</p>		<p>Applied research that will build up evidence base around wider impacts of food supplements through MCH initiatives (CS wide relevance & impact)⁶⁰</p>
#2 INTEGRATED PROGRAMMING PLAN					

⁵⁹ Case studies helped us to learn valuable lessons learned and challenges. Bulgaria focused on elder

⁶⁰ Very timely; will provide industry with important evidence.

IR/Output/Activities	FY04	FY05	FY06	Quantitative and Qualitative Evidence of Impact to Date	Identified Need
a) IPP materials development/revision	<p>Consultancy to revise and upgrade ARC IPP handbook and training materials</p>	<p>Consultant completed revision</p> <p>More specialized guidance on proposal writing developed for the Tsunami Jan–Feb 95 paid for ICB</p>	<p>More specialized guidance on reporting revised in September 2006, paid for by Tsunami funds</p> <p>Continual improvement of quarterly report format (staff and partners are getting reporting guidance)</p>	<p>Qualitative evidence that ARC senior management has adopted the tools as a conceptual framework</p> <p>Provided improved basis for emergency proposals that better integrates food programming (all people in Tsunami used it to guide what they write; now all their partners use them.</p>	
b) Formal training sessions on IPP ⁶¹		<p>Two staff trained in needs assessment before emergency deployment</p>	<p>20 ARC HQ staff (five day)</p> <p>37 field ARC staff trained in two five day workshops (Sri Lanka, India, Maldives, Indonesia, Thailand) (four staff conducted field trainings which were led by the sr. M&E advisor)</p>	<p>Reporting frameworks developed under ISA now mainstreamed into reporting</p>	<p>Ensure that enough staff from implementing arm (not technical assistance dept--i.e., the manager) are trained in IPP materials and how to use the trainings (need to identify key staff such as senior program advisors and ensure long-term development side so that it is institutionalized within people who move to management</p>

⁶¹ On site training in Kenya, Portugal, Cambodia, Bulgaria, Kazakhstan, and Costa Rica occurred under the ISA