

IR/Output/Activities	FY04	FY05	FY06	Quantitative and Qualitative Evidence of Impact to Date	Identified Need
c) Non-funded uses of materials developed			Haiti, Indonesia, Sri Lanka		
#3 EMERGENCY/TRANSITION TARGETING OF BENEFICIARY (Targeting of beneficiaries during emergency, transition, and on to recovery)					
Sri Lanka ⁶² (targeting more interesting because unevenly affected by Tsunami)	Evaluation of materials as part of Sri Lanka evaluation led to revision of materials for testing	Revised IFRC materials (Sri Lanka) part of broader initiative to revise training		Need to develop a training module with support materials for the southern Africa region	
Technical assistance and proposal reviews in Indonesia—people on the ground working (targeting less an issue because entire community wiped out)	The IDP project, school feeding project and nutritional education project in Indonesia			Very good job on participatory needs analysis and community action; planning that is hooked into cash for work, which applies for targeting. Good example of longer term down stream impact of training	
Southern Africa regional program training modules on targeting					For regional program to be shared with both federation and other CS's
#4 FOOD COMMODITY MANAGEMENT (logistics, warehousing, distribution with dignity, and monetization where relevant)					
a) Commodity management toolkit	Bulgaria	Bulgaria, Viet Nam		IDR used manual to revise its methodology for managing both food and non-food commodities	Train pilot country staff in use and assess experience before scaling up to other countries

⁶² During preparation of the report of the evaluation of the relief phase of the Tsunami project (July 2005) the team moved forward with an assessment of their materials and trained people in the use of the new materials for the emergency phase.

IR/Output/Activities	FY04	FY05	FY06	Quantitative and Qualitative Evidence of Impact to Date	Identified Need
b) Humanitarian Logistics Software (warehouse management)		Secondment of ARC to IFRC to verify phase 1 completion and define phase 2 scope and facilitate implementation	Developed	No	Pilot test by food program advisor in one of focal countries
b. 1. Phase I: Pipeline software	Pipeline finalized in 04	In use during Tsunami in FY05 (not funded by ICB; only participation of technical people funded) Helios Project (paid for by Fritz Institute entirely; technical input from ARC included)			Plan in motion to have a report to summarize the result (review experience)
b.2. Phase II: Warehouse software		Nestle produces software package that goes from warehouse to distribution and it is rejected as too complicated	Helios isn't producing Request for proposal launched to identify a third option; 14 proposals received for review		
b.3. Phase III: Distribution software (excel based)	In use 04	In use 05	In use 06 (assessed as adequately)		

IR/Output/Activities	FY04	FY05	FY06	Quantitative and Qualitative Evidence of Impact to Date	Identified Need
c) Hand held Personal Digital Assistance (PDAs) to facilitate nutritional assessments, commodity tracking, and data collection in emergencies ⁶³	Progress made based on existing models (see FY04 annual report) based on extremely successful model used for measles assessments	Pilot testing continued PowerPoint presentation at the American Evaluation Association about "lessons learned"	Decision made that ARC will confine use of PDAs to baseline surveys and nutritional assessments (not commodity management)	Highly successful record in baseline surveys Poorly adapted to food programming	Turn Power Point presentation into a short technical paper that can be shared with other international PVOs
d) Strengthen ARC capacity to oversee monetization when necessary in emergency and non-emergency situations		On-site training in commodity management and monitoring associated with Regis Chapman's visit to Viet Nam	Viet Nam (March-USAID) Viet Nam (September-USAID)	Contracts for current monetization signed before material signed (this is less risky than previous monetization)	
#5 IMPROVED M&E IN GENERAL (for all ARC programs using food)					
a) ARC/CRS modules		Shared with relevant ARC programs and other Title II CSSs	Shared with relevant ARC programs and other Title II CSSs		
<i>Getting the most out of Technical Assistance</i>		Haiti	Indonesia, Sri Lanka, El Salvador		
<i>Hiring an M&E Specialist</i>		Sri Lanka			
<i>Success Stories</i>		Shared with relevant ARC programs			
<i>Pre-Evaluation Planning</i>			Honduras, ICB, Albania, and Cambodia		

⁶³ One input into the process was development of a detailed systems requirement document to ensure that ARCE requirements are in-line with federation requirements (and reflected in Helios)

IR/Output/Activities	FY04	FY05	FY06	Quantitative and Qualitative Evidence of Impact to Date	Identified Need
AED (Academy for Educational Development) FANTA and FFP workshops and meetings	Regular participation	TOR developed Regular participation ⁶⁶	Regular participation	Routine participation in these meetings helped ARC stay abreast of new development in tracking and policy	
ARC collaboration in new project designs	Design of projects as part of consortia (new to ARC) -Tajikistan: collaboration with CDC, Care, Counterpart, Save the Children and Mercy Corps -Malawi collaboration with CARE, CRS, Africare, Save the Children, Salvation Army, and World Vision	Proactive role of ARC in facilitating collaboration with World Wildlife Fund, Mercy Corps, into the Tsunami relief effort executed by WFP		Subs on a grant in Nigeria; submitted and didn't get expanded impact child survival grant; on a number of grants where they are sub-recipients or subs with other NGOs. Big paradigm shift.	

⁶⁶ Active participation in reviewing the household food security index and other performance monitoring indicators.

IR/Output/Activities	FY04	FY05	FY06	Quantitative and Qualitative Evidence of Impact to Date	Identified Need
<p>Collaboration related to food and M&E (mentioned in reports)</p>	<p>Feinstein Institute, World initiative for soy in human health, World Vision, Africare, the Congressional Hunger Center, Tufts University for training and workshops, and CRS</p>	<p>Tufts and CRS continue collaboration</p>			
<p>Output 1.3: Established [ARC domestic chapter-advocacy-network-and]⁶⁷ support material for promoting the importance and need of food in international emergency responses [among ARC domestic chapters] Website postings</p>	<p>United Against Hunger (UAH) campaign was created during year one of the ARC ICB program. UAH was initiated by WFP to build awareness in the US of international and domestic hunger and one of the first invitations to participation came to the ARC International Services Food Working Group⁶⁸</p>	<p>Tsunami communication highlights food aid as integral part of response</p>	<p>One page fact sheet on Africa food crisis Africa food crisis paper One website link on food security</p>	<p>4000+ visits to Africa Food Crisis web page from June to Sept</p>	

⁶⁷ Text deleted at the request of USAID/FFP in FY04.

⁶⁸ Information posted on the ARC website in preparation of UAH and World Food Day included two slide shows highlighting Title II programs in Malawi and a USDA/Food for Education program in Viet Nam. Complementing this, the food programming pages of the ARCE web site were also updated.

IR/Output/Activities	FY04	FY05	FY06	Quantitative and Qualitative Evidence of Impact to Date	Identified Need
ARC annual conventions	ARC annual convention (presentation)		Poster Show on the Africa food crisis		
Orientation to International Services course	1520 people at 47 chapters took International relief and development course ⁶⁹				
Regional meetings of ARC chapters	January 2004 conference with 15 chapters held in California at which information on the materials was presented	Large chapter regional meeting in De Moines (attended by university people and local leaders) (80 people attended) (Mark Smith represented ARC)	Nine-chapter focus groups on foreign assistance		Develop short technical papers based on larger documents that summarize lessons learned for a) growth monitoring and promotion,

⁶⁹ 1520 people out of 2571 people that attended the courses in this year. All persons who attended the courses were exposed to the core content on ARC International Services core competencies including food programming.

IR/Output/Activities	FY04	FY05	FY06	Quantitative and Qualitative Evidence of Impact to Date	Identified Need
Donor feasibility study			<p>Feasibility study of nine chapters to see what kinds of foreign assistance they might be interested in funding (famine relief and emergency ranked high) (not funded by ICB, but evidence that ARC takes it seriously)</p> <p>Survey sent to nine focus chapters to see what types of materials have been useful to them. ARC is working to better tailor activities</p>		<p>b) HIV home based care, c) community capacity and resilience, and c) commodity management</p>
Communications with ARC chapters and International Services course instructors	<p>Information on International Services course updates highlighting food programming and instructions on how to acquire additional communications and marketing information was provided</p>				

IR/Output/Activities	FY04	FY05	FY06	Quantitative and Qualitative Evidence of Impact to Date	Identified Need
Contributions to emergency operations (food and non-food) or other priority concerns associated with use of food for relief, transition and recovery	327 ARC chapters contributed to emergency operations (food and non food) \$1,018,105.73	\$570 million for Tsunami			
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					
Southern Africa Regional Food Security Training			-Negotiate IDR leadership for collaboration with TS in executing training		
--Training and capacity building in four areas					
--Training modules to be developed			-SOW and hiring of regional coordinator to oversee training		
-----Basic Food Security Principles					
-----Food Commodity Management and Distribution					
-----Beneficiary Targeting					
-----Monitoring, Evaluation, and Reporting					
Pilot Country Programs			-Selection of		

IR/Output/Activities	FY04	FY05	FY06	Quantitative and Qualitative Evidence of Impact to Date	Identified Need
--Training and capacity building in the four core areas targeted by the southern Africa Regional Initiative (using modules developed for Southern Africa Regional Food Security Programming)+ HIV/AIDS home-based care; ⁷⁰ Addressing root causes of slow onset disasters that affect disaster incidence and response			countries -SOW and hiring of regional coordinator to oversee training and activities		
--Technical and (possibly) some limited financial assistance to enable national chapters to develop innovative partnerships, build capacity and programs Other					

⁷⁰ Federation and national societies developed a paper on HIV home based care that ARC supports.

IR/Output/Activities	FY04	FY05	FY06	Quantitative and Qualitative Evidence of Impact to Date	Identified Need
<p>Basic understanding of food security and emergency relief-development continuum</p>			<p>ARC food program advisor: -Reviewed first food security strategy concept paper by RC Mozambique -Participated in development of first Indonesian RC strategic planning</p>	<p>On site training and technical assistance helped both teams develop a more integrated approach (e.g. Wat/San, livelihoods, HIV/AIDS, MCH, etc.)</p>	<p>Appropriate materials /tools that emphasize “value added” of an integrated approach that ARC staff can use when working with National Societies</p> <p>An annotated bibliography that lists internal and external resources that national chapters can access to assist them in developing integrated approaches</p>
<p>Core organizational capacity assessments</p>		<p>Organizational capacity assessment carried out with Tanzania Red Cross with assistance from ARC</p>	<p>Food program advisor participated in food security workshop in southern Africa organized by IFRC that 33 staff from Red Cross National Societies attended</p>	<p>ARC increased its understanding of how RC chapters in southern Africa are already working on food security in a way that allies perfectly with food security policy paper</p> <p>National societies expressed their desire for ARC to assist them in having more long-term interventions rather than nine month appeal interventions</p>	<p>Self assessment tool that would highlight how training affected capacity</p> <p>Local societies wish ARC to assist them in building their capacity for integrated planning and proposal development and good food management</p>

IR/Output/Activities	FY04	FY05	FY06	Quantitative and Qualitative Evidence of Impact to Date	Identified Need
Food commodity management		Eight ARC and Viet Nam Red Cross society program staff trained in commodity management	Food program advisor and two RC delegates from Mozambique and Lesotho (which are 2 of the 3 pilot countries) attended a regional USAID food aid management workshop March-July 06: Technical backstopping to Viet Nam monetization for USDA commodities	a) Built RC National Society capacity for commodity management in two countries; b) Helped identify RC national priorities for the ICB sponsored pilot country program Signed contracts with buyers prior to the shipment (not the case on previous shipment)	Self-assess tool that would facilitate National Society's ability to monitor this impact over time and what if any additional back up support they need from ARC Proactive technical backstopping and commodity management training of ARC staff can avert costly problems and reduce risk
M&E and reporting	Technical assistance to IFRC and Nat. Societies	Technical assistance to IFRC and Nat. Societies	Technical assistance to IFRC and Nat. Societies		
Slow onset of crises			No	Not clear	Case study materials from pilot countries to show as models Task someone with harmonized backstopping of growth monitoring and promotion in three pilot countries
Growth monitoring and promotion (food/nutrition capacity assessment)	no	Cambodian RC food nutrition capacity assessment carried out with assistance from ARC			

IR/Output/Activities	FY04	FY05	FY06	Quantitative and Qualitative Evidence of Impact to Date	Identified Need
HIV/AIDS home based care			Federation and National Societies developed a paper on HIV/AIDS home based care (ARC supports)		Task someone with harmonized backstopping of the HIV/AIDS and home care sub-components of programs in three pilot countries
Output 2.2: Enhanced coordination between National Red Cross Societies and local institutions in food and nutrition during emergencies					Need to be developed in pilot countries
Build National Society capacity to identify appropriate partnerships with appropriate food and non-food actors					
Build National Society capacity to build core community capacity needed to anticipate and manage disasters as well as chronic food security					

Source: Mid-Term Evaluation Focus Groups with and Review by Technical Assistance Unit director, senior food program advisor, and senior M&E advisor. September 2006.

Annex II: ARC ICB Project PITT (Performance Indicator Tracking Table)

Original Project PITT

Indicator	Year One		Year Two		Year Three		Year Four		Year Five		End of Project Totals	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline												
Project Objective: To develop the capacity of the and the International Red Cross Movement to act and promote the nutritional well-being of people affected by emergencies												
ARC emergency responses using food	0	2		2		3		3		3		11
C. emergency responses	15**											
mediate Result 1: ARC improves its nutritional and technical capacity to design and use food aid and nutrition interventions as an effective response to emergencies												
use in surge capacity index score (aggregate for all)	TBD**											
role assisted	TBD**											
total food distributed	TBD**											
staff employed	TBD**											
staff employed	TBD**											
response time towards local industry standard	TBD**											
weeks to response time (start of program)	TBD**											
Output 1: enhanced ARC staff technical												
budget base												
staff with 80% or above scores on Ex Post Tests for six months/annual increments)	TBD											
enhanced staff retained	TBD											
increase on pre/post test scores	TBD											
staff trained	187	15		15		15		15		15		247
staff trained	2	1		1		1		1		1		6
improved tools for needs assessment, nutritional surveillance, and planning (e.g., food basket calculator)												
emergency interventions												
is developed	2											
tools using tools in emergency programming	0											
is disseminated (eg. to Movement partners, FAMI, D, etc.)	1											
enhanced emergency response planning that rates food and nutrition with water/sanitation other public health interventions												
emergency proposals for > six month timeframe	3	3		3		3		3		3		15
emergency proposals developed for > six month timeframe	6	5		5		5		5		5		25
emergency proposals developed	10	5		5		5		5		5		30

Project Format	Baseline	Year One		Year Two		Year Three		Year Four		Year Five		End of Project Totals	
		Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
2.1: Improved knowledge base in national Red Cross societies to design and manage local aid and nutrition interventions in emergencies 2.1.1: 100% of trained members/volunteers retained > one year 2.1.2: 100% of trained members/volunteers retained > one year 2.1.3: 100% taking > 1 course	TBD**												
	TBD**												
	TBD**												
	TBD**												
2.2: Enhanced coordination between national Red Cross societies and local institutions and nutrition during emergencies 2.2.1: 100% established between pilot national societies and national governments and NGOs 2.2.2: 100% established between pilot national societies and local collaborations (any type) in-country	TBD**												
	TBD**												
	TBD**												
	TBD**												

Assured only in two pilot countries if there is an agency
 # TBDs determined (new indicator, new application indicator)

PITT Submitted with FY05 Annual Report to USAID/FFP

	Baseline	Year One		Year Two		A/P LOP
		Plan	Actual	Plan	Actual	
Strategic Objective: To develop the capacity of ARC and the International Red Cross Movement to protect and promote the nutritional well-being of people affected by emergencies	n/a	n/a	n/a	n/a	3 programs reaching 2,100,000	100%
Maintenance or reduction in wasting rates among US food recipients and/or weight for age as appropriate. ¹	0	2	3	n/a	4	
% of ARC emergency responses using food ²	15	n/a	13	n/a	11 IDRU	
# ARC emergency responses						
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						
Increase in surge capacity index score (aggregate for AmCross)	TBD	n/a	n/a			
# people assisted	474,852				2,308,720 ³	2,783,572
	TBD				210,000MT ⁴	
Amount of food distributed					tsunami	
% of staff deployed	11%		10%		9,544 MT	
# of staff deployable	114		114		Vietnam	
% response time towards ideal industry standard	TBD	n/a	n/a		35% ⁵	
# of weeks to response time (start of program)	TBD	n/a	n/a		114	
					n/a	
					One day for tsunami, food within	

¹ The 3 programs refer to WFP general distributions in Indonesia, Sri Lanka and Maldives that were partially funded by ARC. The Vietnam school feeding program does not track wasting of under-fives.

² The Indonesia, Sri Lanka and Maldives Tsunami response and Vietnam school-feeding.

³ 2,100,000 tsunami and 208,720 Vietnam

⁴ 60,000MT of 210,000MT was financed by ARC

⁵ This refers to deployment of 40 IDRU staff, over a previous number of trained staff since no training occurred in FY 05. However, trained "staff" does not actually equate to staff deployable since the Int'l Response team members are not staff (volunteers) and many have jobs so are only deployable with employers OK. We need to rethink the way we manage emergency rosters and this indicator may change after the mid-term

	Baseline	Year One		Year Two		A/P LOP
		Plan	Actual	Plan	Actual	
Output 1.1: enhanced ARC staff technical knowledge base					5	
% staff with 80% or above scores on Ex Post Tests for IPP (six month/annual increments)	TBD		0			
% trained staff retained	69.50%		69.50%		uncertain ⁶	
% increase on pre/post test scores	TBD		0			
# trained people retained	130		130			
# people trained	187	15	0	20	3 ⁷	
# courses offered	2	1	0	3	0	
1.1.1: improved tools for needs assessment, nutritional surveillance, and planning (e.g., food basket calculator) for emergency interventions						
# tools developed	2	2	2	1	0	
# projects using tools in emergency programming	0	n/a	0	0		
% tools disseminated (e.g., to Movement partners, FAM, USAID, etc.)	1	n/a	0	0		
1.1.2: enhanced emergency response planning that integrates food and nutrition with water/sanitation and other public health interventions						
% food/nutrition emergency proposals funded*	3	3	4		4	
# food/nutrition emergency proposals developed*	6	5	6		5	
# emergency proposals developed	10	5	19		39	
1.1.3: standardized monitoring and evaluation systems to measure the nutritional impact of food in emergencies						
# emergency M&E core indicators approved	TBD		0			
# emergency projects reporting to standard	10	10	0			

⁶ We have not tracked this indicator properly with all the tsunami movement, and old staff in and out of deployment. What is certain is that with over 60 new staff in international programs, training in the Integrated Planning Process is a priority for 06!

⁷ Does not include on-the-job training in food/nutrition assessment but participation in more formal conferences and courses.

	Baseline	Year One		Year Two		A/P LOP
		Plan	Actual	Plan	Actual	
1.2: expanded collaboration between the ARC and other PVOs in the design and management of food and nutrition interventions in emergencies						
# repeat collaborations (any type)	4	6	6	4	4 ⁸	
# sources internal funding for collaboration	2	3	3	2	3	
# of organizations involved in collaborations	3	5	19	10	16 ⁹	
Types of collaborations (e.g., proposals, TA, trainings, evaluations, conference, etc.)	3	3	5	3	3	
# of collaborations	10	10	9	11	16	
% lessons learned from collaborations (such as case studies, reports, etc.) disseminated (e.g., to Movement partners, FAM, USAID, etc.)	TBD		0	1	2	
1.3 established ARC domestic chapter advocacy network and support material for promoting the importance and need of food in international emergency responses						
# chapters contributing to emergency operations (food and non-food)	307		327	n/a	824	
# chapters using info pieces for community outreach	155		106	125	824	
# of info pieces about food programming	TBD		8	8	~30	
Types of info pieces about food programming	TBD		4	4	9	
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						
Increase in surge capacity index score (individually tracked for Movement partners)	TBD**					
# people assisted	TBD**					
Amount of food distributed	TBD**					
% trained volunteers retained for >1 emergency response	TBD**					
% improvement on score of social mobilization index	TBD**					
% response time towards ideal industry standard	TBD**					

⁸ These are the m&c modules

⁹ In addition to the EIG participants, and the Use support participants, the ARC collaborated with WFP, FAO and WWF on food security and nutrition program design.

	Baseline	Year One		Year Two		A/P LOP
		Plan	Actual	Plan	Actual	
# of weeks to response time (start of program)	TBD**					
Planned/actual time distribution	TBD**					
Output 2.1: Improved knowledge base in national Red Cross societies to design and manage local food aid and nutrition interventions in emergencies						
% trained members/volunteers retained > one year	TBD**					
# people trained	TBD**					
# courses offered	TBD**					
% people taking >1 course	TBD**					
Output 2.2: Enhanced coordination between National Red Cross Societies and local institutions in food and nutrition during emergencies						
# MoUs established between pilot national societies and national/local governments and NGOs	TBD**					
# repeat collaborations (any type) in-country	TBD**					
# of collaborations	TBD**					

Annex III: Supplemental Tables

Table 1: Formal Trainings, Workshops, and Meetings Related to the Title II ICB Grant (FY04-FY06)

Year	Types of Training	Themes	Participation	Location
FY04	ICB-Supported Formal Training: Institutionalized Learning and Professional Development in Title II food aid programs by Tufts University's International Feinstein Famine Center	<ul style="list-style-type: none"> ▪ Introduction to Food Programming ▪ IFRC's Strategy in Food and Nutrition ▪ Nutrition 101: Nutrition in Emergencies ▪ Port Discharge and Commodity Reception and Procedures 	ARC International services staff (incomplete records of staff who attended) ⁸⁰	ARC/HQ
FY05	Workshop Staff Attended: Therapeutic Care	<ul style="list-style-type: none"> ▪ Inter-Agency Community-Based Therapeutic Care 	Two food programming staff	ARC
FY05	Informal Training: Needs Assessments in Emergencies	<ul style="list-style-type: none"> ▪ Needs Assessments in Emergencies 	Two HQ staff	ARC
FY05	Workshop Staff Attended: Food Aid Conference	<ul style="list-style-type: none"> ▪ USAID Rules and Regulations in Commodity Management ▪ Hearth/Positive Deviance Methodology 	One HQ programming staff	Kansas City
FY05	Partners Meeting: Evaluation Interest Group (EIG)	<ul style="list-style-type: none"> ▪ Improving/Standardization Design, M&E Practices ▪ Rolling up Institutional Impact Indicators 	Eight PVOs	ARC
FY05	Routine Title II Meetings	<ul style="list-style-type: none"> ▪ FFP Strategies and Regulations ▪ FANTA: Household food Insecurity Index 	Various PVOs	FFP & AED
FY05	Chapter Networking	<ul style="list-style-type: none"> ▪ International Food Programming 	80+ community, university, business and government officials from three states	Des Moines
FY05	Workshop Staff Attended: Commodities Management	<ul style="list-style-type: none"> ▪ Commodity Management System 	Eight ARC and Viet Nam Red Cross Society staff	Viet Nam

⁸⁰ Through the website, some of the modules were promoted to more than 30,000 ARC Employees, Volunteers and nearly all the 879 domestic chapters.

Year	Types of Training	Themes	Participation	Location
FY05	Partners Meeting: American Evaluation Association	<ul style="list-style-type: none"> ▪ Quality Control ▪ Institutional Indicators 	CARE, CRS, Winrock, Mercy Corps, USAID and other Int'l PVOs	Toronto
FY05	General Awareness ARC HQ (Capacity Building Basic Food Security Concepts): World Food Day and United Against Hunger	<ul style="list-style-type: none"> ▪ General Awareness 	ARC/HQ staff, chapters network and general public	ARC/HQ
FY05	ICB Supported Formal Training: Special Course for the Relief Delegates	<ul style="list-style-type: none"> ▪ Targeting, Monitoring and Distribution 	Persons deployed	ARC/HQ by IDR &TAU
FY05	ICB Supported Formal Training: HQ staff Capacity Building	<ul style="list-style-type: none"> ▪ Needs Assessments ▪ Capacity Building in Food Programming in Large-Scale Disasters 	ICB Manager (Regis Chapman)	ARC/HQ by Tufts Consultant
FY06	ICB Supported Formal Training: Integrated Planning Process	<ul style="list-style-type: none"> ▪ Country Needs Assessments ▪ Strategic Planning ▪ Project Design & Proposal Development 	60+ field staff	Sri Lanka, Indonesia, Maldives, etc.
FY06	Informal On-Site Training : Monetization	<ul style="list-style-type: none"> ▪ Contract with Buyers 	HQ staff and one field staff	HQ and Viet Nam
FY06	Workshop Staff Attended: Food Aid Management Training	<ul style="list-style-type: none"> ▪ USAID Food Commodity Management Principles ▪ MYAP & SYAP Design 	Two field staff and grant mgr	Tanzania
FY06	Workshop Staff Attended: Food Security Approach	<ul style="list-style-type: none"> ▪ Risks & Vulnerability Reduction ▪ Relief and Development Continuum 	Grant mgr and 25+ field Red Cross staff	Johannesburg

Source: ARC Senior Food Program Advisor, ARC Senior M&E Advisor, ARC TA Unit Director based on project records. September 2006.

Table 2: Wider Policy and Institutional Context of ARC ICB Grant at Time of Grant Design and Mid-Term (ARC, IFRC, National Societies, and USAID/FFP)

When ICB was Designed	Mid-Term
<p>ARC</p> <p><i>Food programming institutional context:</i> ARC was considering having a stand-alone food sub-unit that would work with other IDR (International Disaster Relief) units to build capacity for and oversee food programming.</p>	<p><i>Food programming institutional context:</i></p> <ul style="list-style-type: none"> ◦ ARC decided that all food programming must be conceptualized as part of a disaster response package (through their IDR office) and any parallel MCH programming through the national RC and any local partners working with them on this sub-component rather than a stand-alone sub-unit. ◦ Decision made that IDR/ARC will not incorporate food into emergency response programs (e.g., those responding within two weeks to three-six months) in FY06
<p><i>ISD:</i> TAPE, IP, and IDR units involved in the grant</p>	<p><i>ISD:</i> Three operational departments dealing with emergency food programming: International Programs unit (approximately 50 staff), Tsunami Response Program unit (approximately 85 staff), and International Disaster Response unit (approximately six staff). <i>Creation of Technical Assistance Unit (TAU):</i> A technical resource for all three departments (approximately 16 staff).</p>
<p><i>Role of ISD units in food programming:</i></p> <ul style="list-style-type: none"> • IDR managing some food assistance in emergencies 	<p><i>Role of ISD units in food programming:</i></p> <ul style="list-style-type: none"> ◦ International Disaster Relief (IDR) unit that oversees international disaster relief does not plan to incorporate food into its ARC response portfolio, but wants to understand food security basics since it is a priority for Movement partner. ◦ International Programs (IP) (which focuses on development and recovery) is planning to use food in longer term programs. ◦ International Programs committed to increasing portfolio for Africa from approximately 10 to 40 percent.
<p><i>Transition Programming:</i> ARC food programming almost exclusively in connection with disaster/emergency programming (first three months), which was seen as the area where ARC had its greatest comparative advantage.</p>	<p><i>Transition Programming:</i></p> <ul style="list-style-type: none"> ◦ Tsunami and African food crisis highlight importance of local societies facilitating the types of partnerships with other institutions that can address the root causes of slow onset disasters that make populations vulnerable. ◦ Integrated food-water/sanitation-health is increasingly standard in ARC supported recovery phase interventions executed through partnerships since ARC's comparative advantage lies in emergency response and volunteer network.

When ICB was Designed	Mid-Term
Partnerships: No previous experience with large-scale partnerships with WFP and limited experience in acting as a sub-contractor or sub-grantee on larger consortia efforts.	Partnerships: Positive outcome of ARC routing food assistance through WFP sets the tone for future initiatives that could pave way for additional collaboration between WFP and ARC and between WFP and National Societies both for emergency, transition, and recovery programming. More and more long-term programming is executed with partners.
Perception of Food Programming as High Risk: Food programming seen as risky.	Perception of Food Programming as High Risk: <ul style="list-style-type: none"> ◦ Food programming is still seen as risky (even though data shows that pro-active training and technical backstopping reduces risk). ◦ Steady increase, however, in situations where use of food is needed to reduce vulnerability in Federation and ARC bilateral projects.
Federation (RC/RC Movement)	
Federation Priorities: Primary focus on emergencies	Federation Priorities: Federation decided to focus attention on improved disaster management at same time they are increasingly adopting food security/insecurity approach. Current issue of Federation magazine focuses on food security.
National Societies	
Priorities of National Red Cross Societies: Strong volunteer networks through National Societies represent an effective mechanism for mobilizing relief during disasters.	Priorities of National Red Cross Societies: <ul style="list-style-type: none"> ◦ National Societies (183) are wanting more than short-term interventions, especially in areas where disasters are recurrent. ◦ A growing number of National Societies, especially those in chronically food insecure countries in Africa that are prone to natural disasters, are incorporating food into their response to domestic disasters.
USAID/FFP	
USAID/FFP Food Policy Paper (1995): Traditional focus of ARC on emergencies meant that there was no strong overlap between their comparative advantage and goals of USAID/FFP 1995 food policy paper.	USAID/FFP Strategy Paper (2003 draft; 2005 final approved), which builds on 1995 Policy Paper: (+) Strong overlap between ARC priorities and support (through its collaboration with WFP and USDA, as well as Title II) for USAID in its

⁸¹ Need to add citation to this portion of the strategy paper.

When ICB was Designed	Mid-Term
	<p>stated objective of becoming more of a global leader in reducing food insecurity (2005 USAID/FFP Strategy Paper) by influencing:</p> <ul style="list-style-type: none"> ◦ Design, implementation, and monitoring of quality for food programming that builds vulnerable people's capacity to identify and manage risk and ◦ Donor public (especially US donor public) perceptions about foreign assistance and food aid. <p>(-) ARC's two Title II proposals for FY05 were not funded.</p> <p>(-) Less overlap in priority countries between ARC and FFP</p> <p>(-) FFP continues to face a challenging funding environment and ARC is reluctant to link RC National Societies with donor funds that may be cut in mid-course.</p> <p>(+) New 2005 strategy paper is concerned with increasing USAID's leadership role in influencing the wide food aid community (e.g., WFP, USDA)⁸¹</p> <p>(+) Despite the risks, monetization and distribution of food from USAID Title II and USDA sources represents one of the accessible means that ARC has for helping National Societies build longer term program that addresses root causes of disasters and facilitates recovery. These sources are likely to become even more important once Tsunami funds are depleted.</p>

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Annex V: Evaluation Schedule and List of Persons Interviewed**Evaluation Schedule**

Dates	Activity	Outputs
August 15	Pre-evaluation planning	Identification of key pieces of quantitative data needed for the evaluation (Table)
August 31	Pre-evaluation planning	Outline for pre-evaluation document briefing book, the project activity briefing book (memo)
September 5-September 11	NHQ interviewing and data collection	-List of project activities -Revised set of indicators (to consider when assessing revised program) -Format for table documenting staff turnover -Management milestones (draft) -Policy context table (draft) NHQ draft
September 12-15	Additional NHQ interviewing and basic data collection	-Draft list of activities FY04-FY06
September 18-22	Preparation of draft document	Draft report and executive summary, including provisional list of recommendations
September 25-29	Revision of draft document (with Ange Tingbo)	Draft document and executive summary completed
October 6-8	Additional interviews and review	Review and revision of draft
October 17-18	Debriefing, discussion, and review of final document	Final for submission to USAID

List of Persons Interviewed or Included in Group Meetings

Name	Position	Location	Org.
Regis Chapman	Former field officer in Indonesia, former acting grant manager for ICBA; currently WFP staff in Thailand	Thailand	ARC
Alice Willard	Senior technical advisor, Monitoring & Evaluation	Washington	ARC
Pat McLaughlin	Director, Technical Assistance Unit	Washington	ARC
Harold Tarver	Director, Food for Development unit (used ARC/CRS pre-evaluation module)	Washington	Africare
Jim Rugh	Senior M&E advisor, CARE	Atlanta	CARE
Guy Sharrock	Senior M&E advisor, CRS	Baltimore	CRS
Mark Smith	Former technical advisor, Food Programs, former ICBA grant manager, currently director, Hurricane Recovery Program	Washington	ARC
Luke Greeves	Senior director, International Programs (former director of Technical Assistance Unit)	Washington	ARC
Ange Tingbo	Senior technical advisor, Food Programs	Washington	ARC
Nan Buzard	Director, International Disaster Response	Washington	ARC
Svafa H. Asgeirsdottir	Program implementation officer	Washington	ARC
Ben Kim	Chief technology officer seconded to the Federation	Geneva	IFRC
Lisa Witte	ICB grant officer FFP (not confirmed yet)	Washington	FFP
Rachel Lucas	Senior advisor, HIV/AIDS	Washington	ARC
Michael Cohen	Tsunami M&E advisor	Washington	ARC
Scott Chaplowe	Tsunami M&E advisor	Washington	ARC
Tracy Hightower	Program assistant	Washington	ARC
Jean Koepsell	Senior program advisor, Africa	Washington	WFP
Leslie Stewart	Program officer, Africa	Washington	ARC
Alison Bain-Peachey	Program assistant, International Programs	Washington	ARC
Carol Miller	International communications lead	Washington	ARC
Carol Cernojevich	Senior associate, International Communications	Washington	ARC
Marcella Baldwin	Administrative assistant	Washington	ARC

Annex VI: Evaluation Scope of Work (SOW)

ICBA Mid-Term Review Draft SOW

Background

As with many five year grants, this one has undergone several changes of direction as the grantee has altered its stance on the purpose and mechanics of food programming. The mid-term review will take into account the initial proposed activities, as well as changes made more recently to respond to those organizational shifts.

A. Original Proposal

“The American Red Cross requests \$1,879,094 in USAID funds to implement an Institutional Capacity Building Program over a five year period beginning in FY04. In addition to the funds requested from USAID, the American Red Cross (ARC) will commit an additional \$1,096,766 in matching funds and request a further \$265,500 in matching funds from the International Federation of Red Cross and Red Crescent Societies (IFRC). The total budget for program implementation is \$3,241,359 over the five year period. The combined ARC - IFRC commitment of \$1,362,266 represents a Red Cross commitment of 42% toward successful program implementation.

The objective of the support from this proposed grant is to develop the capacity of the American Red Cross and the International Red Cross Movement to protect and promote the nutritional well-being of people affected by emergencies. There are two intermediate results that will be the focus of the efforts undertaken through this proposed effort:

1. Improved American Red Cross institutional and technical capacity to design and manage food aid and nutrition interventions as an effective response to emergencies.
2. Enhanced capacity of the Red Cross Movement partners to design and manage food aid and nutrition interventions as an effective response to emergencies.

The American Red Cross (ARC) has been making steady progress in realizing its vision of building its competence and experience to reduce food insecurity among the world's vulnerable people. Using commodities and funds provided by USAID/Office of Food for Peace, Office of Foreign Disaster Assistance, USDA/Food for Progress, private sources and donations, ARC has provided food assistance to the most vulnerable all over the globe. Since 1999, ARC has helped more than 4.3 million people in 19 countries through food interventions. With this ICBA grant, ARC wants to improve our technical capacity to incorporate food into developmental relief planning as well as our longer-term development planning.

As part of the Red Cross Movement, ARC operates both as an independent entity nationally and as a part of the International Federation of Red Cross and Red Crescent Societies, 178 other operating national societies, as well as the International Committee of the Red Cross. Together, these Movement partners cover the globe with unparalleled access to the most vulnerable.

This proposal presents a plan to use this network to improve ARC's technical capacity to program Title II food across three key initiatives:

1. Expanding ARC national headquarters capacity to program food in developmental relief situations,
2. Expanding ARC Red Cross Movement partners' capacity to program food in developmental relief situations, and
3. Creating domestic advocacy for foreign assistance writ large and for food programming in particular.

Each initiative provides ARC with intriguing possibilities for technical innovations and partnerships. These include:

1. Using food to leverage additional non-American resources and as a means of expanding the management capacity of Movement partners;
2. Using personal digital assistant tools for data collection, building on some recent successes during Measles programming;
3. Field testing Humanitarian Logistics Software (developed by the Federation);
4. Developing and adopting international standards of nutritional monitoring into developmental relief and sudden-onset emergency settings through existing peer networks within the Movement and the international PVO communities; and
5. Integrating food security, water security and health management into the development relief programming design.

These efforts build upon current strengths in non-food inventory distribution, in existing project design and management, and on the access to both domestic and international networks. The first two of these initiatives were developed, in part, through the previous ISA grant, and how ARC plans to expand from that base forms the main thrust of this proposed ICBA effort.

The ARC International Services Department through the Technical Assistance, Planning and Evaluation Unit and the International Disaster Response Unit will be able to improve the capacity of the partner organizations in the field to plan and implement emergency

responses through the training and improved tools described in this proposal, including when and how to best use food aid. This significantly supplements the ongoing work of the ARC Food Programming to integrate all ARC efforts to maximize the impact of our response. Adding food appropriately and effectively to non-food response resources will undoubtedly increase the number of people assisted and the nutritional effect on those assisted. For example, ARC can use its position within the international PVO community to provide a forum for the discussion of tools on vulnerability assessment and risk management.

The ICBA will also allow us to more effectively and laterally coordinate the diverse operational units associated with international disaster response, ARC chapter international support, technical assistance, and international field support. This coordination is currently informal and ad-hoc, but has enormous potential to affect the domestic programs of ARC, as well as among the international programs of the Federation through its Better Programming Initiative. Both these coordination mechanisms are described in more detail in the body of the proposal itself.

Finally, ARC specifically plans for enhanced partnerships with the 961 domestic ARC chapters, many of which are in areas that produce the Title II commodities. Providing the chapters with the faces of the most vulnerable and a frame of reference for international food programming is a unique facet of our organization. This information creates a powerful production to consumption causal linkage. Many of our volunteers are active, influential community members who have an impact on policy makers and legislators to advocate for overseas food programs to help the most vulnerable reduce their food insecurity." (quotation from executive summary of grant application, 2003)

B. Significant Modifications

1. Involvement with WFP (funded through Tsunami operations)

"WFP is fairly clear in its primary interest in the Movement, they hope for competent local partners able to hit the ground running in a reasonably efficient manner and with the local knowledge that makes interventions more effective. Additionally they, like USAID, are interested in partnering with the Red Cross (and others) to amass an evidence base around the effectiveness of food in reducing food insecurity in the immediate post-disaster phase and through targeted supplements. Given that USAID FFP provides a large part of WFP's food, use of the ICB grant to improve the Movement's ability to use Title II food provided through WFP, and report on that activity to enable USAID to leverage that effort, merits exploration.

A strategy that focuses on building Movement capacity to effectively partner with WFP, (and where feasible, directly with FFP), is efficient in that there are more opportunities to apply knowledge acquired through ICB grant-funded training, than there are if capacity-building is tied to occasions of successful MYAP and SYAP grant procurement. This strategy would give FFP increased reach, a way to leverage its contribution to WFP and to the ARC to reach many more beneficiaries, more effectively. ARC proposes leverage

of a limited but important ICB contribution (training in beneficiary targeting, distribution with dignity, monitoring and evaluation, and ops research) to enable a global network to use food resources (WFP food includes but not limited to Title II) more effectively and thus help position USAID as a global leader in reducing food insecurity.

The above does not necessarily negate ARC's original strategy to build Movement capacity to better use Title II food in pilot countries, rather we suggest that that strategy is best rolled out in designated FFP strategic management countries which have not yet been identified. In these countries a more direct relationship may be possible, and ARC will meet with relevant Movement partners when the countries are identified to explore potential interventions." (email communication with USAID/FFP February 2006)

2. Collaboration between International Disaster Response Unit (IDRU) and Technical Assistance Unit (TAU)

IDRU and TAU are working together to lay out strategies and define how ARC would use the ICB to build ONS's capacity especially in Africa, in coordination with the Federation. The capacity strengthening is at two levels, both ARC and the ONS's.

- a. Strengthen ARC capacity to understand the basic elements of food (in) security, especially as relates to what we need to be aware of in undertaking emergency needs assessments. How a food needs assessment might vary from relief items needs assessment and implications for Movement response.
- b. Strengthen ONS capacity in targeting, distribution, reporting in general management of relief supplies including food commodities.
- c. Strengthen ONS capacity to access, use and report on food use in longer-term programs, especially HIV/AIDS related. The idea is to work with the Movement to better define how we approach drought or disaster risk reduction programs.

Mozambique and Ethiopia have been selected as pilot countries for an innovative approach with foods in both relief and longer-term interventions as per the ICB proposal. The two countries are on USAID list of food insecure countries. Lesotho was added as a third country for the pilot endeavor due to its chronic state of food insecurity and its high rate of HIV/AIDS prevalence. It's a silent chronic emergency situation. The different types of capacity building trainings and technical assistance will be carried out in the context of the existing collaboration of the ONS's and WFP or other Title II sponsored PVOs.

3. Additional changes include, but are not limited to:

- Shift away from Title II MYAP development, paralleling decrease in available funding for those grants from FFP;
- Expansion of support to Humanitarian Logistics Software (IHLS); and

- Ongoing partnership with the Academy for Educational Development (AED) to conduct operations research on the use & effectiveness of food in programming.

Details on these changes will be available from both written and interview sources, and the consultant would be expected to describe the changes and downstream effects from those changes on grant performance objectives.

Objectives

- A. Determine the accomplishments to date of the ICBA grant based on the proposal plan and modifications to that plan.
- B. From document review and interviews with key staff and stakeholder, determine the utility and viability of proposed outputs under the current strategic plan for ISD.
- C. Assess the viability of completing proposed activities in the remaining timeframe.
- D. Provide recommendations for enhancing grantee performance, including modifications to proposed workplans.

Methods

The team will use a variety of methods to determine status. These will include:

- Document review (project deliverables and project documents, ISD strategic planning documents)
- Key informant interviews (long interview)
- Email or phone interviews with stakeholders and overseas participants
- (Potentially) focus group discussions with ISD staff on utility and possibilities of grant.

Activities

There are four key activities in this evaluation. The first is a thorough document review, anticipated to occur in Washington that will inform the development of standard interview protocols for the key informants and email interviews. The second is a series of key interviews (with grant personnel past and present, current management staff, current technical assistance staff). Many of these will occur in Washington and consultant will have assistance in creating a productive interview schedule with the key stakeholders. The third is a series of email interviews with more distant stakeholders (including CRS and the Federation). The fourth builds on the previous three data-collection efforts to undertake an analysis of the utility, viability, and possibilities of the grant within the current operating environment of ISD.

Schedule

The evaluation will take place in the fourth quarter FY06 for a period of not more than three weeks. A preliminary schedule for 15 days is as follows.

Initial briefing & detailed outline	1 day
Document review	2 days
Key informant interviews (in-person and via email as needed)	4 days
Draft preliminary report	5 days
NHQ presentation & comments	1 day
Final report writing	2 days

Team Members

The mid-term review will be conducted by an external consultant with experience in American Red Cross operations and the dynamics of the ICBA grant mechanism. Additional input and participation from NHQ staff (including TA staff) is anticipated, but specific staff assignments will vary depending on availability.

Key Inputs from American Red Cross NHQ

1. All available project documents, preferably both hard and electronic copies
2. List of key people to interview and preliminary schedule of key interviews prior to evaluation start
3. Email, phone, computer access to conduct interviews

Deliverables

1. Draft evaluation findings presented to ARC NHQ staff in brown bag/debriefing.
2. Mid-term review report within four weeks after return that addresses key issues in the SOW above.

Appendices

The Evaluation report will include the following key elements.

- Executive summary of key findings
- Methods section
- Analysis of program
- Overall statistics on project activities
- Training and other materials developed
- Conclusions and Recommendations
- List of persons interviewed
- Evaluation schedule
- Evaluation SOW

Sign-offs

Luke Greeves, senior director, IRD

ASIC Pat

- what likely result
 - o Food range?
(position)