



Africare Improving lives, Building futures

STRATEGY FOR THE SAHEL
FY2013-FY2015



VOLUME I: STRATEGY
JULY 17, 2012
DRAFT

Volume I: Strategy Table of Contents

Table of Tables	iii
Acronym List	iv
Forward.....	vi
Overview.....	ix
Chapter One Objective 1: Strengthen Africare’s Role as a Leader in the Promotion of Resilient, Climate-Smart Agriculture Technologies.....	1
Chapter Two Objective 2: Strengthen Africare’s Existing Base of Early Warning and Emergency Response (EW/ER) Programs to Minimize the Impact of Shocks on Resilience.....	12
Chapter Three Objective 3: Re-build and Maintain Africare’s Core Capacity to Implement Nutrition and Water, Sanitation, and Hygiene (WASH) Activities that Support Resilience.....	20
Chapter Four Objective 4: Strengthen Africare’s Existing Commitment to Gender by Developing Better Systems for Staff Training, Disaggregated M&E, and Reporting.....	29
Chapter Five Objective 5: Improve Africare’s Headquarter’s and Regional-Based Support for Existing and Emerging Initiatives in the Sahel.....	35

Volume II: Annexes Table of Contents

Annex I.A. Projected “Graduation Criteria” for Africare MYAP Villages.....	A3
Annex I.B. Agriculture, Livestock, Water, and Value Chains Working Group: Detailed Implementation Plan	A6
Annex II. Africare Sahel Task Force on Emergencies: Provisional Detailed Implementation Plan	A10
Annex III.A. Africare Sahel Nutrition Working Group: Provisional Detailed Implementation Plan	A16
Annex III.B. Partnerships Africare Should Consider Pursuing for Nutrition and WASH.....	A23
Annex III.C. WASH Technologies and Best Practices	A24
Annex IV. Africare Sahel Gender Working Group: Provisional Detailed Implementation Plan	A28
Annex V. Management and M&E: Detailed Implementation Plan.....	A31
Annex VI. Sahel Discussion Paper Series	A35
Annex VII. Sahel Strategy Development Workshop Working Groups	A51

Table of Tables

Africare Resilience Model	vi
Table i. Objectives and Sub-Objectives (SOs) of the Africare Sahel Strategy	xii
Table 1.1. Strategic Objective 1: Sub-Objectives (SOs), Intermediate Results (IRs), and Priority Actions	3
Table 1.2. Sample Indicators for Tracking Progress toward the Achievement of Each Intermediate Result for Each of the Four Sub-Objectives for Objective 1	10
Table 2.1. Strategic Objective 2: Sub-Objectives, Priority Actions, and Sub-Actions.....	13
Table 2.2. Sample Indicators for Tracking Progress toward the Achievement of the Three Sub-Objectives for Objective 2.....	18
Box 3.1. Assessing Change in Resilience: Using Level of Child Malnutrition as a Key Indicator	20
Table 3.1 Current Status of Nutrition and Health Activities in Africare’s Mali, Niger, Burkina Faso and Tchad.....	21
Table 3.2. Strategic Objective 3: Sub-Objectives, Priority Actions, Sub-Actions, and Possible Funding Sources	23
Table 3.3. Sample Indicators for Tracking Progress toward the Achievement of the Three Sub-Objectives for Objective 3.....	27
Table 4.1. Strategic Objective 4: Sub-Objectives, Priority Actions, Sub-Actions, and Possible Funding Sources	30
Table 4.2. Sample Indicators for Tracking Progress toward the Achievement of the Three Sub-Objectives for Objective 4.....	34
Table 5.1. Strategic Objective 5: Sub-Objectives, Priority Actions, and Sub-Actions.....	36
Table 5.2. Sample Indicators for Tracking Progress toward the Execution of the Five Sub-Objectives for Objective 5	41

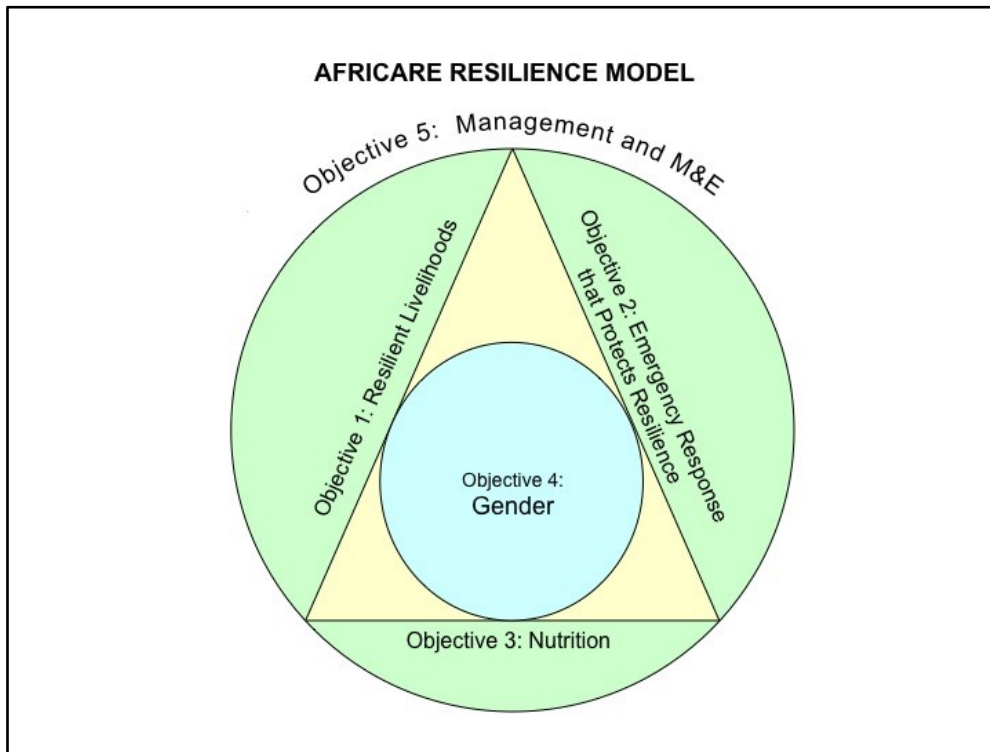
Acronym List

AfDB	African Development Bank
AFSR	Africare Food Security Review Paper Series
ATTFSI	Agadez Tahoua Tillaberi Food Security Initiative
BCC	Behavior Change Communication
BOFSI	Batha-Ouaddaï Food Security Initiative
CBO	Community-Based Organization
CHB	<i>Cadre Harmonisé Bonifié</i>
CLTS	Community-Led Total Sanitation
CP	Country Program
CSO	Civil Society Organization
CTA	Community Therapeutic Approaches
DIP	Detailed Implementation Plan
DQA	Data Quality Assessment
DRR	Disaster, Risk, Reduction
EMP	Environmental Management Plan
ESA	Environmental and Social Assessment
EW/ER	Early Warning and Emergency Response
FAM	Food Aid Management
FAO	US Food and Agricultural Organization
FSCCI	Food Security Community Capacity Index
FSPCI	Food Security Program Capacity Index
FY	Fiscal Year
GIP	Gender Integration Plan
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
HQ	Headquarters
IARC	International Agricultural Research Center
ICB	Institutional Capacity Building
IFAD	International Fund for Agricultural Development
IGA	Income-Generating Activities
IPTT	Indicator Performance Tracking Table
IR	Intermediate Result
ISA	Institutional Support Assistance
MAHFP	Months of Adequate Household Food Provisioning
MDG	Millennium Development Goal
MFR	Managing For Results
M&E	Monitoring and Evaluation
MYAP	Multi-Year Assistance Program
NARC	National Agricultural Research Center
NGO	Non-Governmental Organization
NRM	National Resource Management
OAFS	Office of Agriculture and Food Security
OFDA	Office for Foreign Disaster Assistance
SMART	Standardized Monitoring and Assessment of Relief and Transitions
SO	Sub-Objective

SOW	Scope of Work
SWG	Sahel Working Group
SWOT	Strength, Weakness, Opportunities, and Threats
TFSI	Timbuktu Food Security Initiative
USAID	US Agency for International Development
USDA	US Department of Agriculture
WASH	Water, Sanitation, and Hygiene
WFP	World Food Program
WGCI	Working Group Capacity Index
ZFSI	Zondoma Food Security Initiative

Forward

Most models of resiliency focus on interlocking circles. Africare’s model is a triangle.



One side of the triangle (Objective 1) symbolizes a series of activities that are designed to help vulnerable people develop resilient, sustainable, intensive agriculture and climate-smart technologies that populations need to build sustainable livelihoods.

- At bottom left corner of the triangle are the “good years” when rainfall and crop production is abundant and making a good livelihood is easy.
- At the top end of the triangle—where Objective 1 intersects Objective 2—are the “bad years;” when rainfall is erratic or in short supply, when crickets attack and/or when civil unrest makes it hard to go to one’s fields. Bad years come and go and require investments in sustainable natural resource management, including climate-smart agriculture, sustainable intensive livestock, and agricultural water resource management systems so that people can be “resilient” even during bad years.

The second side of the triangle (Objective 3) symbolizes the nutritional, water, sanitation, and hygiene (WASH) activities that vulnerable people need to lead healthy resilient lives.

- At bottom left corner of the triangle are “good years” when local populations will be receptive to nutritional counseling and WASH programs and trying new crops that can help them improve their families’ health.
- At the right end of the triangle are the “bad years.” In a bad year vulnerable people are going to be less interested in nutrition and more interested in getting by. Although nutritional assessment has a role in a bad year, it is less direct and more focused on

helping local officials and relief workers anticipate when local people need outside assistance to protect their health and productive assets in a crisis.

The third side of the triangle (Objective 2) symbolizes the actions that local people and their governments take to prepare for emergencies before they hit, when they hit, and after they hit.

- At top of the triangle—where Objective 2 intersects with Objective 1 for livelihoods—are the emergency preparations that one makes in a good year by planting climate-smart crops, developing rain-fed and irrigated water harvesting, and setting up community and regional early warning and response systems.
- At the right corner of the triangle—where Objective 2 intersects with Objective 3 for emergencies—are the emergency nutritional assessments one uses to monitor the crisis and the effectiveness of relief.
- In the middle of the right side of the triangle (for Objective 2) are the activities that one anticipates during an emergency response to help transition the population back to routine livelihoods once the crisis has passed.

In the middle of the Africare triangle is gender, which is the fourth objective of the Africare resilience model. The term gender is defined as social roles including responsibilities and behavior that are assigned to women and men of any society. These gender roles affect how people interact with each of the lines in good years and bad. One's gender can affect how one is affected by and can affect activities in each of the lines.

- Links with Objective 1: One's gender, for example, can affect one's access to the basic resources that influence one's ability to adopt and benefit from climate-smart agriculture. Since most households operate as semi-autonomous households in terms of both production and consumption, it is important for development activities to target both the collective (group) and private (individual) activities that support household livelihoods.
- Links with Objective 2: Since women bear the brunt of the activities for preventing malnutrition as well as curing it once it occurs, they are the most critical target for nutritional education programs and therapies. Since women often sacrifice their own health and well being for their children, they are themselves a target for nutritional assessment and food distribution
- Links with Objective 3: The aid workers who administer emergency programs have to be gender sensitive since women, youth, and the disadvantaged have a very different interest in emergency preparedness than men and are more vulnerable to attack than men during food and cash distributions.

The final element of the Africare Sahel Strategy (Objective 5) is the management and monitoring and evaluation (M&E) systems that projects need to design, execute, and fund this type of development planning, which is focused on building the core resilience of the population. In contrast to the other elements of the model, this one is a circle since it encircles the triangle and makes the triangle work.

Neither this strategy nor the workshop that enabled the Africare staff to elaborate it would have been possible without the tenacity of the hundreds of courageous Africare staff who worked on the agency's Title II programs over the last 20 years. These Africare projects targeted some the

areas with the highest levels of malnutrition in the Sahel. They were also executed in some of the poorest, most high-risk environments in the Sahel. These high levels of risk could be characterized in terms of drought as well as political strife and low levels of government support services. Change in these high risk environments was often a slow, very laborious process of successive experimental trials over five to 10 years. In the face of almost insurmountable odds, many of these projects did, however (Gubbels 2011):

- “Make the local populations less vulnerable to shock; and
- Change the factors that mediated “between changing climatic, environmental, political or economic conditions, on the one hand, and human capabilities and assets to cope with, take advantage of, or adapt to those conditions, on the other hand.”

Since there are not many cases in the Sahel where increased resilience did occur and can be documented, a number of Africare’s Sahel Strategy’s activities focus on making the Africare staff reflect and better document what they did right, what they did wrong, how these interventions compare with the work done by other donors and development organizations, and a how these models can be adjusted and scaled up.

Africare’s Title II programs were blessed with several visionary leaders who believed in the Africare field staff and Africare’s core mission, which they liked to say “started where the road ends.” Without the devotion of people like Judy Bryson, Lee Thompson, Bill Noble, and Binta Cissé, Africare would not have paved its meandering “pathways of resilience” into out-of-the-way places in the Sahel like Goundam, Timbuktu, Abeche, Gourcy, Agadez, and Tillaberi.

Africare feels it is on the verge of a new period in its Sahel programming, in which it capitalizes on the knowledge and staff it has gained to build a new, more-diversified model for development. We are grateful to a new generation of leaders like Diane White and Darius Mans for giving us the opportunity to bring together a small group of resilience pathway pioneers for nine days in Niger to reflect on lessons learned and next steps. Special thanks are due to dynamic field leaders like Jacqueline Johnson (Africare/Niger) who hosted the workshop and provided us with a real-work perspective on emergencies and nutrition that was based on her extensive knowledge of the literature as well as all of Africare’s major food programs. Ahmed Moussa (Africare/Mali) made sure we never forgot the critical importance of investing in innovative water technologies and rallied us to keep up the fight when we were ready to break up into our small separate concerns and proposals. We are also grateful to the men and women who contributed their time and energy to the workshop (Annex VII), including those who served as working group leaders or co-leaders under conditions where the program sometimes seemed to have a mind of its own (Dianne Forte, Issa Konda, Pascal Payet, Jacki Johnson, and Dramane Yameogo). Special thanks are also due to the Africare/Mali M&E Specialist Idrissa A. Maïga, who insisted on cataloguing every single presentation no matter how insignificant and who opened and shut our meetings every day to make sure no one’s equipment or flash drives left the building without him knowing about it. Without Maïga and the courage of our translator and documentarian Ibrahim Ly, a great deal of information would have been lost.

Della McMillan
Al-Hassana Outman
Kwasi Ampofo

July 17, 2012

Overview

An Africare Strategy for the Sahel: Why, How, What, When, Where, and Who?

Why does Africare need a Sahel Strategy?

The Sahel is a difficult and challenging area that has recently re-emerged at the forefront of US foreign policy concern in West Africa as it did in 1968-1974. And, once again, the chief impetus for this heightened foreign policy concern is a major drought. In the current case, however, it appears that the humanitarian stakes may be even higher than in 1968 since it—along with the recent political strife in several Sahel countries—could destabilize the entire sub-region.

For all these reasons, most donors are calling for a new “development paradigm” that:

- Eliminates the traditional barriers between humanitarian and development aid;
- Focuses a major portion of agricultural research on building the intensive climate-smart livestock and crop-production systems and income-generating activities that vulnerable people need to be “resilient” in both good and bad years; and
- Uses nutrition as one of the most reliable indicators of development “success.”

This new approach is very different from the earlier development regimes in which humanitarian assistance was a separate “pot” from development aid, nutrition was an under-funded sub-field within the local Ministries of Health, and most agricultural research focused on the geographical areas with higher agricultural potential.

Since 1974, Africare has been a successful pioneer in paving better “pathways to resilience”¹ in some of the Sahel’s most challenging environments. This includes Timbuktu and Goundam in northern Mali; Agadez in northern Niger; Abeche and Batha in central Tchad; and Gourcy in central Burkina Faso. And, as a result of these successful initiatives, Africare has the staff, experience, and contacts to continue work in these and similar areas throughout the Sahel.

This strategy is Africare’s start-up game plan for making itself more competitive within the new development paradigm throughout the Sahel.

How did Africare develop the new strategy?

To maximize staff input and ownership, the Sahel Strategy was designed with high levels of staff input. An essential first step was a questionnaire-based needs assessment that was distributed to all of the headquarters and field-based staff in January 2012. Based on the staff feedback, Africare developed a more focused model of technical expertise in four areas staff identified as especially critical to the Sahel:

¹ Peter Gubbels. 2011. Escaping the Hunger Cycle: Pathways to Resilience in the Sahel. Groundswells International for the Sahel Working Group (SWG) under commission from Christian Aid, CARE International UK, Oxfam concern Worldwide, Oxfam GB, CAFOD, Plan UK, Save the Children UD, Tearfund, and World Vision UK.

- Resilience and climate-smart agriculture;
- Water management for food security and sustainable livelihoods;
- Interventions for pastoralists and agro-pastoral resiliency; and
- A food security value-chain approach to implementation.

Once these areas were identified, Africare Consultant Racey Bingham developed four short briefing papers on contemporary best practice in each of the four areas, which were distributed as part of the background reading materials for a five-day (June 18-25, 2012) strategy-development workshop in Niamey, Niger (Annex VI). The workshop was organized by the Africare Office of Agriculture and Food Security (OAFS),² attended by 21 senior staff from Africare’s headquarters office and its country program offices in Burkina Faso, Mali, Niger, and Tchad, and co-facilitated by Della E. McMillan,³ Al-Hassana Outman Sheriff,⁴ and Kwasi Ampofo.⁵ During the first two days of the workshop, staff developed a SWOT (Strength, Weakness, Opportunities, and Threats) analysis of current and past programs and, based on this analysis, developed a list of recommendations for which activities might need more focused attention under the new strategy.

In a second group of sessions, the staff was subdivided into four working groups: agriculture (livestock and agriculture/water management, crop production, and livestock),⁶ value chains and gender, emergencies, and nutrition. Each working group was charged with:

- Identifying a list of sub-objectives for its sector; and
- Developing a provisional three-year Detailed Implementation Plan (DIP) that outlined a list of “priority actions” to achieve these sub-objectives.

Each of the working groups then presented its proposed work plan, received feedback from the other teams, and submitted it to the workshop facilitators. A separate working group for Monitoring and Evaluation(M&E) was identified during the last day of the workshop.⁷

The current strategy is based on a revised version of the analysis and DIPs that was presented by the working groups.⁸ The strategy consists of 63 priority actions designed to achieve a series of trackable sub-objectives to support five objectives (Table i and Annexes I.B, II-V).

² Senior Program Manager Binta Cissé was the principal person responsible for organizing the workshop in collaboration with Africare/Niger Country Director Jacqueline Johnson.

³ Della E. McMillan is an independent consultant based in Gainesville, Florida.

⁴ Africare Country Director for Tchad Al-Hassana Outman is also the Africare Regional Director for the Sahel.

⁵ Africare’s Chief Agronomist Kwasi Ampofo is based in Accra, Ghana.

⁶ The co-team leaders for the Agriculture Working Group were Issa Konda (Africare/Niger) and Africare Chief Agronomist Kwasi Ampofo. The team leader for the Gender and Value Chain Working Group was Director for International Programs, Africare/Washington Dianne Forte. The team leader for the Nutrition Working Group was Dramane Yameogo (Africare/Burkina Faso).

⁷ By unanimous acclamation, Pascal Payet (Africare/Niger) was nominated the acting head of the M&E Working Group.

⁸ This first draft of the Africare Sahel Strategy was prepared by independent consultant Della McMillan and professional editor Lynn Hurtak (Gainesville, Florida), in close collaboration with Regional Director for the Sahel Al-Hassana Outman and Africare Chief Agronomist Kwasi Ampofo. The same editorial team was responsible for synthesizing reviewer comments.

When and where will the new strategy be applied, and by whom?

Once the draft strategy was completed, it was reviewed by the different working groups that conducted the country and cross-cutting regional analyses that fed into it, Africare's upper management in Washington, and the Africare Board of Directors. The final version of the strategy was approved on **MONTH, DATE**.

It is anticipated that each of the five country programs—Burkina Faso, Mali, Niger, Senegal,⁹ and Tchad—being targeted by the strategy will execute the Sahel Strategy game plan in a “grassroots” fashion using their current resources plus a small amount of start-up funding from Africare's headquarters.

This grassroots process will be facilitated by Africare's International Program Office, and the OAFS will oversee its execution under the direction of the regional director for the Sahel and Africare's chief agronomist.

An essential first step toward moving forward on any of the objectives will be to develop the Scopes of Work (SOWs) that will be needed for the formal creation of five official intra-regional working groups,¹⁰ one for each of the four objectives and one focused on M&E. A draft DIP for each working group's activities over the next three fiscal years (FY2013, FY2014, and FY 2015) is included in the strategy annexes (Annexes I.B, II, III, IV and V). Since Senegal did not attend the Sahel Strategy Development Workshop, a great deal of information is missing on their programs but will be added during future updates.

How will Africare tell if its game plan is working?

To better track whether the strategy actions are on track to achieve the sub-objectives, each working group identified a provisional list of “monitoring” and “output” indicators that they expect to revise through the Sahel M&E Working Group.

How is the strategy organized?

- Chapters One-Five discuss the workshop observations that gave rise to the recommended objectives, sub-objectives, and priority actions, along with a provisional list of indicators that staff can use to track their progress and measure impact;
- Annexes I-V contain the draft DIPs for each objective;
- Annex VI contains the four background briefing papers that fed into the strategy process; and
- Annex VII lists the names, contact information, and working-group affiliation of each of the strategy workshop participants.

⁹ Although Africare/Senegal did not send participants to the workshop, they are still being targeted by the strategy.

¹⁰ The working groups that were organized during the workshop were provisional. For staff participation in the working groups to be a valid part of their job description, the working groups need to have an official SOW.

Table i. Objectives and Sub-Objectives (SOs) of the Africare Sahel Strategy

Objective 1. Strengthen Africare’s role as a leader in the promotion of resilient, climate-smart agriculture technologies.
SO 1.1. Combat land and water degradation.
SO 1.2. Enable resilient, sustainable agricultural intensification and climate-smart agriculture.
SO 1.3. Support resilient livestock management practices for pastoral and agro-pastoral groups.
SO 1.4. Build diversified livelihoods and more resilient markets.
Objective 2. Strengthen Africare’s existing base of Early Warning and Emergency Response (EW/ER) programs to minimize the impact of shocks on resilience.
SO 2.1. Build the regional capacity of Africare to design and staff quick-response emergency programs in the Sahel that minimize the negative impact of these crises on livelihood assets and resilience.
SO 2.2. Strengthen Africare’s existing model for community-based Early Warning and Emergency Response systems that support resilient agricultural systems.
SO 2.3. Strengthen Africare’s systems for documenting its capacity to anticipate and manage crises and post-transition programs that protect critical assets during crises.
SO 2.4. Strengthen national programs’ capacity to develop appropriate post-disaster responses to restore the resilience of disaster-affected communities.
Objective 3. Re-build and maintain Africare’s core capacity to implement nutrition and Water, Sanitation, and Hygiene (WASH) activities that support resilience.
SO 3.1. Recruit, train and maintain staff with expertise in Nutrition, Water and Sanitation
SO 3.2. Strengthen the consideration of nutrition in all new and existing food security and agriculture programs.
SO 3.3. Strengthen Africare’s ability to conduct initial nutrition needs assessments and develop appropriate nutrition programming and emergency support to existing and new programs (i.e. the initiative being targeted under Objective 2 of the Sahel Strategy).
Objective 4. Strengthen Africare’s existing commitment to gender by developing better systems for staff training, disaggregated M&E, and reporting.
SO 4.1. Develop the capacity of staff on gender in order to strengthen the design and implementation of programs.
SO 4.2. Develop collaboration and partnership with centers of excellence, national community-based organizations (CBOs), and federations and organizations that work in the area of gender.
SO 4.3. Build staff capacity to design and execute standard gender-sensitive M&E and reporting that comply with a broad range of donor requirements.
Objective 5. Improve Africare’s headquarters and regional-based support for existing and emerging initiatives in the Sahel.
SO 5.1. Develop a strategy for Africare’s future engagement with national NGOs.
SO 5.2. Adapt Africare’s financial systems to the management of cooperative agreements and other types of field projects.
SO 5.3. Strengthen Africare’s capacity to recruit and retain qualified staff.
SO 5.4. Strengthen Africare’s capacity to supervise Environmental and Social Assessment (ESA) compliance.
SO 5.5. Strengthen Africare’s leadership in M&E and reporting on resilience in the Sahel.

Source: The Africare Sahel Strategy Workshop, June 2012 and Annexes I-V.

How does this differ from what Africare has done in the past?

Objective 1: Strengthen Africare’s role as a leader in the promotion of resilient, climate-smart agriculture technologies.

There is ample evidence that Africare’s previous agricultural programs have a successful record of facilitating smallholders’ access to the new technology that they need to successfully increase food, cash-crop production, and income. These same programs have a successful record in reducing infant malnutrition, which many development experts and donors consider the best

indicator of resilience.¹¹ Their chief weaknesses have been their dependence on large grants and their weak development of value chains and local technology partnerships that the local people could sustain once project funding ended.

The activities under Objective 1 will strengthen Africare’s capacity as a technology leader by the achievement of four intermediary results (IRs). These activities and IRs are designed to achieve four sub-objectives:

- Sub-Objective 1.1. Combat land and water degradation.
- Sub-Objective 1.2. Enable resilient, sustainable agricultural intensification and climate-smart agriculture.
- Sub-Objective 1.3. Support resilient livestock management practices for pastoral and agro-pastoral groups.
- Sub-Objective 1.4. Build diversified livelihoods and more resilient markets.

Objective 2: Strengthen Africare’s existing base of Early Warning and Emergency Response (EW/ER) programs to minimize the impact of shocks on resilience.

To date, Africare’s formal commitment to emergency response has focused on the design, implementation, and evaluation of community-based early warning and emergency response systems. However, Africare has a long record of “hidden” pre-crisis preparation activities—such as supporting more drought-tolerant cropping systems, food banks, and “crisis management” activities—that are not well understood or documented.

The activities under Objective 2 will help Africare develop a more “holistic” model of emergency preparedness and response, which corresponds to contemporary thinking about resilience that seeks to eliminate the barrier between humanitarian and development assistance in the Sahel.¹² Africare’s activities under Objective 2 reflect this new paradigm by helping the country programs develop and receive recognition for an more integrated approach that links their routine developing planning pre-crisis, crisis management, and post-crisis transition programming.

Objective 3: Re-build and maintain Africare’s core capacity to implement nutrition and Water, Sanitation, and Hygiene (WASH) activities that support resilience.

Africare’s traditional model for nutrition and WASH in the Sahel focused on the design of community-based growth monitoring and rehabilitation programs for moderately malnourished children along with basic maternal and child health services.

¹¹ Peter Gubbels. 2011. Escaping the Hunger Cycle: Pathways to Resilience in the Sahel. Washington, DC: Groundswells International for the Sahel Working Group (SWG) under commission from Christian Aid, CARE International UK, Oxfam concern Worldwide, Oxfam GB, CAFOD, Plan UK, Save the Children UD, Tearfund, and World Vision UK.

¹² Peter Gubbels. 2011. Escaping the Hunger Cycle: Pathways to Resilience in the Sahel. Washington, DC: Groundswells International for the Sahel Working Group (SWG) under commission from Christian Aid, CARE International UK, Oxfam concern Worldwide, Oxfam GB, CAFOD, Plan UK, Save the Children UD, Tearfund, and World Vision UK.

Although the new strategy supports many of the same activities, it will strengthen the relevance of these programs to the Sahel by:

- Better adapting Africare’s Hearth model¹³ for community-based health services to the Sahel, where the local food stuffs that communities are expected to provide to support these programs are not always available—especially in crisis;
- Strengthening Africare staff’s capacity to support some of the more complex Community Therapeutic Approaches (CTA) being promoted by Valid International and others to rehabilitate the infants and children affected by more severe malnutrition in the areas where they intervene; and
- Training staff in the most up-to-date Standardized Monitoring and Assessment of Relief and Transitions (SMART)¹⁴ diagnostic and monitoring and evaluation tools needed to design and execute the emergency programs funded by emergency donors like OFDA the Office for Foreign Disaster Assistance (OFDA) and the World Food Program (WFP).

Objective 4: Strengthen Africare’s existing commitment to gender by developing better systems for staff training, disaggregated M&E, and reporting.

Although a huge number of Africare’s activities have targeted women and youth, these activities have traditionally been designed and executed as part of Africa’s core commitment to targeting vulnerable groups. To date, not one of the Sahel country programs has a gender integration plan (GIP) for its major programs or for linking its activities to the new emerging base of civil society organizations (CSOs) and government structures working on gender throughout the Sahel.

The new strategy will strengthen the design and execution of future programs by developing a regional gender strategy that will include recommendations for country programs developing the tools and processes they need to:

- Strengthen gender analysis in their programs;
- Recruit and train more women as field agents and senior technical staff;
- Develop project-specific GIPs; and
- Develop more gender-sensitive M&E and reporting.

The same activities will help country programs identify (based on interest) at least one gender focal point per country program that can provide a “lightning rod” for improved communication between:

- Each Africare country program and the emerging base of CSOs and government structures working on gender issues in each Sahel country; and
- The country program and the Africare Sahel Gender Working Group.

¹³See [Africare’s Hearth model; Africare Food Security Review, No. 12, March 2008. The Success of the Hearth Model in Guinea. Maslowsky et al.](#)

¹⁴ SMART is an inter-agency initiative launched in 2002 by a network of organizations and humanitarian practitioners. SMART methodology is an improved survey method for the assessment of severity of a humanitarian crisis based on the two most vital public health indicators: nutritional status of children under-five and mortality rate of the population diagnostic.

Objective 5: Improve Africare’s headquarters and regional-based support for existing and emerging initiatives in the Sahel.

One direct impact of 35 years of foreign donor investment through international NGOs has been to stimulate the development of a large network of national NGOs in each of the five countries being targeted by this strategy. In recognition of this fact, more and more donors—including US Agency for International Development(USAID)—are recommending that international NGOs like Africare partner with national NGOs on major grants. While some of these NGOs are very good, others are not. The activities under Sub-Objective 5.1 are designed to help Africare country programs:

- Identify new potential local NGO partners;
- Assess the baseline capacity of potential NGO partners; and
- Track the impact of Africare-sponsored activities to improve this capacity.

If Africare is successful in executing the 48 priority actions under Objectives 1-4, it will create a more diversified portfolio of projects that support resilience in each of the five target countries. For donors to be willing to fund these projects, however, they have to be convinced that Africare has the headquarters’ and regional technical and administrative capacity to backstop these projects. Africare realizes that it must rebuild these core systems. For these reasons, one of the core functions of the Africare workshop in Niger was to work with field and headquarters staff to develop a strategy for strengthening these core systems over the next three years in conjunction with a new Africare-wide strategy to improve Africare headquarters field support called the “Africare Field-First Policy.”

The priority actions under Objective 5 will simply reinforce the new “Africare Field-First Policy” by:

- Tracking the early “roll out” of Africare’s new financial systems to the Sahel countries (Sub-Objective 5.2); and
- Identifying some of the most critical systems that are needed to recruit, retain, and motivate the Africare field staff working on the strategy, some of them in very isolated field posts (Sub-Objective 5.3).

Worldwide, every major donor in the world has written standards for ESA compliance—especially in the fields of gender, environment, and involuntary resettlement. Africare’s ESA issues with regard to gender will be addressed under Objective 4. Currently there is no structured headquarters or regional-based structure in place or envisioned for overseeing the issue of environmental compliance. Given the critical importance of natural resource management (NRM) and environmental assessment to resilience, the strategy is proposing a series of actions that will strengthen Africare’s commitment to high-quality environmental reviews and management plans (Sub-Objective 5.4).

Traditionally, Africare’s M&E systems have been very strong and a tremendous source of pride within the agency. Staff did, however, identify a number of areas where some of the “classic” indicators for which Africare is known—e.g. the Food Security Community Capacity Index(FSCCI), the Months of Adequate Household Food Provisioning(MAHFP), and the Food Security Program Capacity Index(FSPCI), as well as some of the standard international

indicators for malnutrition and health—need to be revised in order to take into account some of the new elements in the resilience paradigm and to incorporate major lessons from current programs as well as the wider donor community (Sub-Objective 5.5).

To address these issues, Africare is recommending the formation of a Sahel M&E Working Group to oversee some comparative research between country programs to:

- Revise and strengthen some of Africare’s current indicators; and
- Strengthen the current programs’ ability to track some of the most critical gender issues related to participation and impact within its programs.

Given the critical importance of Africare staff adopting some of the most up-to-date tools for nutritional assessment and M&E, the M&E Working Group will put a special emphasis on nutritional tracking and insuring that there is a strong interface between this group and Africare’s Nutritional Working Group for the Sahel. The same working group will provide a forum for keeping staff informed about each donor’s quality standards for M&E and standard indicators.

Chapter One

Objective 1:

Strengthen Africare’s role as a leader in the promotion of resilient, climate-smart agriculture technologies

1.0. Context

Since 1974, Africare has been a leader in the promotion of resilient agricultural systems that enable sustainable intensification, combat land and water degradation, and build climate-smart agriculture in West Africa.¹⁵ In the late 1980s the scale of these activities was expanded through a series of large Title II food security programs in Burkina Faso, Mali, Niger, and Tchad. Each of these large “integrated” food security programs supported all but one of the activities identified by the Montpellier Panel on Resilience that can be documented by their rigorous monitoring and evaluation (M&E) systems.

The typical Africare Title II program focused on introducing a series of agricultural innovations and supports designed to move vulnerable communities through a series of five agricultural development activities in which communities become more autonomous in their ability to interact with the local sources of technology (i.e. local representative of the agricultural ministries, other non-governmental organizations [NGOs], and National Agricultural Research Center [NARCs]) and to identify and manage both input and product markets on their own (Annex I.A).

All four Title II country programs achieved successful records in developing agricultural systems that combated land and water degradation and built climate-smart agriculture. Especially important for the current resilience paradigm, the successful implementation of these programs was reflected in many of the standard US Agency for International Development (USAID) indicators for human resilience that measure:

- Malnutrition levels;
- Income diversity;
- The capacity of the local civil society institutions (farm extension groups, unions, and federations) that manage agricultural activities;¹⁶ and
- The number of households classified as “vulnerable” based on both quantitative and qualitative measures of the Months of Adequate Household Food Provisioning (MAHFP).¹⁷

¹⁵**Climate-smart agriculture** is a critical aspect of resilient agricultural systems in the Sahel because it prioritizes the anticipation of climate stresses and shocks with which these communities are intimately familiar. As defined by the United States Food and Agricultural Organization (FAO), it is agriculture that sustainably increases productivity, resilience, and reduces or removes greenhouse gases while enhancing the achievement of national food security and development goals. Climate-smart agriculture promotes production systems that combine adaptation with mitigation and exploit synergies between them (Source: Bingham 2012, Annex VI).

¹⁶ Based on average scores using the [Food Security Community Capacity Index \(FSCCI\); Africare Food Security Review, No. 2, September 2007. Guidance: FSCCI. Africare.](#)

¹⁷ Description of the Months of Adequate Household Food Provisioning ([MAHFP; Africare Food Security Review, No. 1, September 2007. Guidance: MAHFP-PRA. Africare.](#)

1.1. Methodology

Although the short-term and medium-term impact of Africare's large Title II programs on resilient agriculture has been overwhelmingly positive, the Africare agricultural working groups identified a number of areas they would like to strengthen under the new strategy.

1.1.1. Background Documentation

One major goal of the strategy is to develop a more diversified base of projects that will build on the lessons learned and historic strengths of Africare's multi-year assistance program (MYAP) in the Sahel. To achieve this goal, Africare developed a more focused model of technical expertise in four areas staff identified as especially critical to the Sahel:

- Resilience and climate-smart agriculture;
- Water management for food security and sustainable livelihoods;
- Interventions for pastoralists and agro-pastoral resiliency; and
- A food security value-chain approach to implementation.

Once these areas were identified, Africare Consultant Racey Bingham developed four short briefing papers on contemporary best practice in each of the four areas (see Annex VI).

1.1.2. The Sahel Strategy Workshop

1.1.2.1. Process. During the Sahel Strategy Workshop, the Agriculture Working Group was charged with:

- Reviewing working papers 1-3 and the Gender and Value Chain Working Group was charged with reviewing paper 4 (Annex VI) and the most relevant sections of the country-specific Strength, Weakness, Opportunities, and Threats (SWOT) analyses; and, based on this analysis,
- Developing a draft list of priority actions and intermediary results or sub-objectives for the new Sahel Strategy.

2.1.2.2. Output. Despite some minor variation between the sectors, the two working groups concluded the core issues Africare needed to support were more or less the same for each of the four technical areas. For this reason, the team recommended that the formal structure of the sub-strategy focus on (Table 1.1):

- Four sub-objectives (SOs);
- Seven intermediate results (IRs) that staff feels are essential to the achievement of each of the four sub-objectives; and
- 14 cross-cutting actions needed to achieve these goals.

Most actions can be executed as part of existing projects or in conjunction with the design of new projects. A preliminary list of activities—including a detailed implementation plan (DIP) for the first year—was developed by the working groups during the June 2012 workshop (Annex I.B).

Table 1.1.Strategic Objective 1: Sub-Objectives (SOs), Intermediate Results (IRs), and Priority Actions

Intermediate Results & Priority Actions	Sub-Objectives for Achieving Objective 1			
	SO 1.1. Combat land and water degradation	SO 1.2. Enable resilient, sustainable agricultural intensification and climate-smart agriculture	SO 1.3. Support resilient livestock management practices for pastoral and agro-pastoral groups	SO 1.4. Build diversified livelihoods and more resilient markets
IR 1.1. Create technical working groups with sub-groups that focus on the four technical agricultural areas targeted by the strategy.				
Action #1.1. Create and support an intraregional Agricultural Working Group with subgroups to oversee the Sahel Strategy.	X	X	X	X
IR 1.2. Identify and promote a more diversified set of water resource, crop, livestock, processing, conservation-resilient, and climate-smart technology options that are attractive to both vulnerable and less-vulnerable smallholders.				
Action #1.2. Identify the good practices of Africare and other partners that can be managed by both vulnerable and less vulnerable smallholders.	X	X	X	X
IR1.3. Develop strong partnerships with the Sahel region's major centers of excellence in resilient climate-smart agriculture, water resource management, livestock, and food processing and storage technologies.				
Action #1.3. Provide appropriate regional supervision, support, and information exchange for Africare's agricultural programs.	X	X	X	X
Action #1.4. Ensure that country programs have the technical staff needed to design and administer programs in the four key areas Africare is targeting under the four sub-objectives for Objective 1.	X	X	X	X
Action #1.5. Ensure that staff is trained to use innovative technology and other approaches for extension.	X	X	X	X
Action #1.6. Identify and develop long-term relationships with key regional and national technology partners through signed protocols that clearly spell out each partner's (Africare and the International Agricultural Research Center[IARC]/National Agricultural Research Center[NARC]) expectations for the partnership.	X	X	X	X
IR 1.4. Strengthen the consideration of value chains in all agricultural, manufacturing, and income-generation support activities that support resilient climate-smart agriculture and livelihoods.				
Action #1.7. Incorporate a value chain perspective into all future designs, including access to micro-finance.	X	X	X	X
IR 1.5. Support activities and partnerships with government and private-sector entities that can help develop the organizational capacity of producer and consumer organizations that facilitate smallholder resiliency and adjustment to climate change.				
Action #1.8. Create and/or strengthen strong producer and consumer	X	X	X	X

Intermediate Results & Priority Actions	Sub-Objectives for Achieving Objective 1			
	SO 1.1. Combat land and water degradation	SO 1.2. Enable resilient, sustainable agricultural intensification and climate-smart agriculture	SO 1.3. Support resilient livestock management practices for pastoral and agro-pastoral groups	SO 1.4. Build diversified livelihoods and more resilient markets
organizations in the key areas of resilient and climate-smart agriculture.				
Action #1.9. Facilitate producer and consumer organizations developing sustainable partnerships with the key government and private-sector entities needed to support resilient agricultural intensification and climate-smart agriculture.	X	X	X	X
IR 1.6. Identify and develop more diversified funding for resilient, sustainable agricultural intensification and climate-smart agriculture.				
Action #1.10. Identify potential funding sources for these activities in specific countries and the Sahel region.	X	X	X	X
Action #1.11. Ask country programs to develop annual budgets for new business development.	X	X	X	X
Action #1.12. Ask Africare headquarters to clarify (for each country program or region) the amount of money that it can access for the needs assessments and new business development.	X	X	X	X
IR 1.7. Strengthen staff access to information on Africare and other agencies' best practices.				
Action #1.13. Transform the four short background papers that Africare developed as an input into this strategy exercise into a series of annotated bibliographies that can be periodically updated and distributed through the technical working groups.	X	X	X	X
Action #1.14. Develop comparative papers and briefing papers and pamphlets that summarize Africare's expertise in resilient agriculture that are identified and produced in conjunction with the technical working groups.	X	X	X	X

Source: The Africare Sahel Strategy Development Workshop, the Sahel Agriculture Working Group sessions, June 2012 and Annex I.B.

1.2. Intermediary Results and Priority Actions

1.2.1. Intermediate Result 1.1. Create technical working groups with sub-groups that focus on the four technical agricultural areas targeted by the strategy.

Observation: Although each of the target countries has its own specificities, they also share certain core similarities—especially with regard to agriculture. Thus technical staff from one Africare country program can provide valuable insights to the other countries in the same region during project design and execution. Until three years ago, Africare’s Title II Institutional Capacity Building (ICB) grant and its predecessor grant, the Title II Institutional Support Assistance (ISA) grant used grant funds to facilitate staff exchanges between countries. These exchanges provided a valuable type of in-house technical assistance and facilitated information exchange between programs. Since the ICB ended, staff feels communication has become far too centralized, which has detracted from their ability to backstop one another during project designs and executions.

Recommendations: To address these issues, both the Africare field and headquarters staff are advocating for the creation of agriculture working groups with four technical sub-groups focused on the four sub-objectives of Objective 1 in the Africare Sahel Strategy (Table 1.1):

- Sub-Objective 1.1: Combat land and water degradation;
- Sub-Objective 1.2: Enable resilient, sustainable agricultural intensification and climate-smart agriculture;
- Sub-Objective 1.3: Support resilient livestock management practices for pastoral and agro-pastoral group; and
- Sub-Objective 1.4: Build diversified livelihoods and more resilient markets.

This working group and its component sub-groups will work in close collaboration with Africare’s Chief Agronomist Kwasi Ampofo, who is based in Accra, and any part- or full-time consultants that may be hired to assist him. The same intra-regional working group could facilitate farmer group exchanges both within and between countries when warranted.

- **Action #1.1.** *Create and support an intraregional Agricultural Working Group with subgroups to oversee the Sahel Strategy.* One of the key activities for the agriculture working group and sub-groups involves developing a Scope of Work (SOW) for each group clarifying group membership, the roles of the chairmen of each of the sub-groups, and the relationship of each sub-group to the Africare regional agronomist¹⁸ and the head of the Sahel Regional Team.¹⁹

1.2.2. Intermediate Result 1.2. Identify and promote a more diversified set of water resource, crop, livestock, processing, conservation-resilient, and climate-smart technology options that are attractive to both vulnerable and less-vulnerable smallholders.

¹⁸Africare’s Chief Agronomist Kwasi Ampofo (Ph.D. Agronomy) has over 20 years’ experience in administration and research positions with major IARCs including CIAT, IITA, and ICRISAT.

¹⁹ The head of the Sahel Regional Team, Al-Hassana Outman Sheriff, is currently based in NDjamena, Tchad.

Observation: To date, the principal focus of Africare's programs to promote resilient climate-smart agriculture has been on moving farmers from the very bottom (i.e., from situations of high levels of food insecurity) to situations where the majority of farmers can satisfy their basic food needs and use some of the most basic technologies that the project introduced (i.e., from the Introductory level described in the sample graduation criteria described in Annex I.A., to the level of Apprenticeship and Autonomy). As farmers increase their capacity, they are both willing and able to invest in higher-risk commercial crops, food processing, and storage technologies, which creates two alternative scenarios, one of which (scenario 1) is far more resilient than the other (scenario 2).

- If these technologies are available (scenario 1), they create the basis for farmers to move to the more advanced levels of technology and organization (e.g. into cooperatives, federations, unions) that producers will need to sustain agricultural innovations once Africare's project funding ends; but
- If these new technologies are not available (scenario 2), the more successful farmers are likely to diversify out of agriculture into trade and commercial activities, the area loses its technology leaders, and it is unlikely that a sustainable system of producer and consumer unions and federations will take root.

Recommendation:

- **Action#1.2.** *Identify the good practices of Africare and other partners that can be managed by both vulnerable and less vulnerable smallholders.*

1.2.3. Intermediate Result 1.3. Develop strong partnerships with the Sahel region's major centers of excellence in resilient climate-smart agriculture, water resource management, livestock, and food processing and storage technologies.

Observation: With a few notable exceptions (the Zondoma Food Security Initiative[ZFSI] I and ZFSI II Projects in Burkina), most communication with the International Agricultural Research Centers(IARCs), National Agricultural Research Centers(NARCs), and higher learning institutions has been "supply driven"—i.e. almost entirely focused on purchasing the more publicly offered, higher-yielding seed and occasionally producing a NARC-managed technology demonstration trial. This is a missed opportunity.

- First, the IARCs and NARCs are the principle source of information on the high-yielding, more resilient technologies for crop and livestock production, product transformation, and conservation that farmers need.
- Second, the IARCs and NARCs are publicly and donor-funded research institutions. Thus, the research and communication costs to develop the new technology and trials are "sunk costs" covered by large international donor grants from the World Bank and other multilateral and bilateral institutions.
- Third, the IARCs and NARCs are increasingly dependent on NGOs to help them keep their donor-funding base. This is because the donors consider the principal indicator of technology development to be "technology uptake"—i.e. the number of farmers who adopt it. IARC and NARC researchers who produce technology that sits on the shelf will soon lose funding.

The chief condition for NGOs like Africare developing more active low-cost, “demand-driven” (as opposed to “supply-driven”) partnerships with IARCs and NARCs is to provide written feedback on the demonstration of the technology trials that comply with donor standards under the supervision of a trained Ph.D.- or MS-level agronomist or soils scientist. Simply put: Since the technology is a public good, it cannot be given away. When NGOs lack trained agronomists and soil scientists among their regional and headquarters-based staff, their only option is to buy whatever the IARCs and NARCs are ready to sell and hope it works.

Recommendations: One important sub-objective of Objective 1 of the Sahel Strategy is strengthening Africare’s role in basic agricultural research, as well as the adaptation trials used to adapt the technologies to specific microenvironments of the Sahel and the demonstration trials needed for pilot testing to promote their dissemination. Key activities that Africare needs to negotiate and maintain to encourage this type of two-way exchange with the major IARCs and NARCs include:

- **Action#1.3.** *Provide appropriate regional supervision, support, and information exchange for Africare’s agricultural programs.* Africare has taken the first step by appointing a bilingual Ph.D. agronomist with over 30 years’ experience, whose initial focus will be Ghana and the Sahel. This action should also facilitate regional workshops and exchange visits (e.g. farmers to farmers and specialists).
- **Action#1.4.** *Ensure that country programs have the technical staff needed to design and administer programs in the four key areas Africare is targeting under the four sub-objectives for Objective 1.*
- **Action #1.5.** *Ensure that staff is trained to use innovative technology and other approaches for extension.* This includes SMS, charts, radio, and video demonstration.
- **Action#1.6.** *Identify and develop long-term relationships with key regional and national technology partners through signed protocols that clearly spell out each partner’s (Africare and the International Agricultural Research Center [IARC]/ National Agricultural Research Center [NARC]) expectations for the partnership.* Although more labor intensive in the short-run, this type of formal partnership would foster a more active two-way exchange of information and support that could only improve Africare’s programs and attract additional support. In order for Africare to become a true technology leader in Sahel agriculture, it needs to become a more proactive technology partner with the NARCs and IARCs.

1.2.4. Intermediate Results 1.4. Strengthen the consideration of value chains in all agricultural, manufacturing, and income-generation support activities that support resilient climate-smart agriculture and livelihoods.

Observation: When technological innovations work they are often successful in a short period of time. In a few well-documented cases where the Africare project design (and staff) was focused only on moving people from level I to level II (Annex I.A)—i.e. from dire food insecurity to basic subsistence—this sudden increase in production and/or output (in the case of a craft project or income-generating activities [IGAs]):

- Precipitated a price collapse (at best); and /or
- Produced massive spoilage (at worst) when the resulting increased production outstrips the local capacity to sell the product and/or to store it until it can be sold or consumed.

Recommendation:

- **Action#1.7.***Incorporate a valuechain perspective into all future designs, including access to micro-financeby:*
 - Conducting a baseline value-chainconstraints analysis in the initial design;
 - Including a solid process for continual updating of this information; and
 - Anticipating the need for some flexible funding to address new opportunities and constraints as they emerge.

1.2.5. Intermediate Results 1.5.Support activities and partnerships with government and private-sector entities that can help develop the organizational capacity of producer and consumer organizations that facilitate smallholderresiliency and adjustment to climate change.

Observation: For smallholders to adopt resilient, climate-smart agriculture, they need to be flexible and empowered. Africare’s experience in the Sahel provides strong evidence that smallholders are more flexible and empowered when they are organized into cooperatives, unions, and federations. This is because these organizations help them better access the new technology and markets that they need to be resilient and climate smart.

Although Africare recognizes the importance of cooperatives, unions, and federations, there are only a few instances²⁰ where the Africare Title II programs left a legacy of sustainable cooperatives, unions, and/or federations in their wake.

Recommendations:

- **Action #1.8.***Create and/or strengthen strong producer and consumer organizations in the key areas of resilient and climate-smart agriculture.*
- **Action#1.9.***Facilitate producer and consumer organizations developing sustainable partnerships with the key government and private-sector entities needed to support resilient agricultural intensification and climate-smart agriculture.*

1.2.6. Intermediate Result 1.6.Identify and develop more diversified funding for resilient, sustainable agricultural intensification and climate-smart agriculture.

Observation: One unintended consequence of the large Title II programs in the Sahel has been to reduce Africare staff’s incentives to develop more diversified funding sources. This, in turn, has:

- Increased Africare’s vulnerability to minor shifts in the Title II funding priorities; and
- Made it difficult for Africare to offer the types of transition funding agriculturalprojects need to sustain their achievements once the “mother” Title II project ends.

Recommendations:

- **Action #1.10.***Identifypotential funding sources for these activities in specific countries and the Sahel region.*

²⁰ Where this has been done (like the Zondoma Province in Burkina), these regional organizations have played a critical role in networking local farmers to wider input and product markets, as well as the private- and public-sector sources of information on new technologies.

- **Action #1.11.** *Ask country programs to develop annual budgets for new business development.*
- **Action#1.12.** *Ask Africare headquarters to clarify (for each country program or region) the amount of money that it can access for the needs assessments and new business development.*

1.2.7. Intermediate Result 1.7. Strengthen staff access to information on Africare and other agencies' best practices.

Observation: Any true partnership must be informed. This means that Africare staff needs to:

- Develop its capacity to present the agency's past and current record in resilient agricultural intensification and climate-smart agriculture to potential funding and technical partners; and
- Stay up-to-date on the latest national and regional trends in the technical areas it supervises and/or manages.

Although the Africare Food Security Paper Series²¹ provides a useful set of case studies on Africare's earlier agricultural program in the Sahel, only two of the 27 papers on Africare's website are comparative (i.e. not focused on case studies of specific projects). More detailed comparative analyses of Africare's programs are needed in the four technical areas being targeted for agriculture and livelihoods. This information should be combined with:

- A series of short briefing papers and pamphlets: (a) describing the Sahel strategy; and (b) summarizing Africare's technical expertise and achievements in the key areas being targeted by the strategy; and
- A user-friendly strategy for Africare's headquarters and regional offices to keep staff apprised of new developments in the technical fields they oversee.

Recommendations:

- **Action#1.13.** *Transform the four short background papers (Annex VI) that Africare developed²² as an input into this strategy exercise into a series of annotated bibliographies that can be periodically updated and distributed through the technical working groups.*
- **Action#1.14.** *Develop comparative papers and briefing papers and pamphlets that summarize Africare's expertise in resilient agriculture that are identified and produced in conjunction with the technical working groups.*

1.3. Suggested Indicators for Tracking Progress

To facilitate comparisons between the four²³ different technical areas targeted by the strategy, the working group proposes a small number of indicators that each of the sub-groups may consider for use in routine reporting on each IR for each sub-objective (Table 1.2).

²¹See [Africare Food Security Paper Series; http://www.africare.org/our-work/tech/ASFR-intro.php](http://www.africare.org/our-work/tech/ASFR-intro.php).

²²Racy Bingham. June 2012.

²³ (1) Combat land and water degradation; (2) Enable resilient sustainable agricultural intensification and climate smart agriculture; (3) Support resilient livestock management practices for pastoral and agro-pastoral group; and (4) Build diversified livelihoods and more resilient markets.

Table 1.2. Sample Indicators for Tracking Progress toward the Achievement of Each Intermediate Result for Each of the Four Sub-Objectives for Objective 1

Cross Cutting Intermediate Results for the Four Sub-Objectives in the Strategy	SO 1.1. Combat land and water degradation. SO 1.2. Enable resilient, sustainable agricultural intensification and climate-smart agriculture. SO 1.3. Support resilient livestock management practices for pastoral and agro-pastoral group. SO 1.4. Build diversified livelihoods and more resilient markets.	
	Suggested Monitoring Indicators for Each IR for the Four SOs	Suggested Impact Indicators for Each IR for the Four SOs
IR 1.1. Create technical working groups with sub-groups that focus on the four technical agricultural areas targeted by the strategy.	# of working groups with a written SOW and designated leadership	Capacity of the working groups (based on the WGCI) ²⁴
IR 1.2. Identify and promote a more diversified set of water resource, crop, livestock, processing, conservation-resilient, and climate-smart technology options that are attractive to both vulnerable and less-vulnerable smallholders.	% of agricultural projects (by country) that support a range of technology options	Technology update of vulnerable and less vulnerable households based on the MAHFP
IR 1.3. Develop strong partnerships with the Sahel region’s major centers of excellence in resilient climate-smart agriculture, water resource management, livestock, and food processing and storage technologies.	-Chief agronomist position is filled and backstops the working groups’ linkages with the IARCs and NARCs (by country) -# of country programs that have a qualified technical lead for each of the sub-objective areas -Staff score (by country) for the area of the FSPCI related to backstopping that component of the program	-# of IARCs and NARCs with whom Africare has signed protocols that are being actively executed -# of projects that include support for collaborative research with an IARC, NARC, or other higher education institution
IR 1.4. Strengthen the consideration of value chains in all agricultural, manufacturing, and income-generation support activities that support resilient climate-smart agriculture and livelihoods.	Value chains supported (by country and by region)	% of agriculture projects with funding for value chain activities
IR 1.5. Support activities and partnerships with government and private-sector entities that can develop the organizational capacity of producer and consumer organizations that facilitate smallholder resiliency and adjustment to climate change.	-# of projects with a plan to strengthen and/or create regional producer and consumer organizations (by country) -# of projects that support business development training	-% of agriculture projects that support capacity building for producer and consumer organizations in business and “value chain” development -# of projects with a plan to strengthen and/or create regional producer and consumer organizations (by country)

²⁴ Working Group Capacity Index to be developed in 2012 using a version of the FSPCI/FSCCI indexing methodology that Africare are accustomed to using to assess community level (FSCCI, Food Security Community Capacity Index) and program level (FSPCI, Food Security Program Capacity Index).

Cross Cutting Intermediate Results for the Four Sub-Objectives in the Strategy	SO 1.1. Combat land and water degradation. SO 1.2. Enable resilient, sustainable agricultural intensification and climate-smart agriculture. SO 1.3. Support resilient livestock management practices for pastoral and agro-pastoral group. SO 1.4. Build diversified livelihoods and more resilient markets.	
	Suggested Monitoring Indicators for Each IR for the Four SOs	Suggested Impact Indicators for Each IR for the Four SOs
IR 1.6. Identify and develop more diversified funding for resilient, sustainable agricultural intensification and climate-smart agriculture.	-# of projects with complementary private-sector funding (by country) -# of donors that staff are actively pursuing for grants	-% of projects with complementary private-sector funding or support (by country) -% of countries with three or more active donors (by country) -% of funding for agriculture from non-Title II sources (for the region)
IR 1.7. Strengthen staff access to information on Africare and other agencies' best practices.	-# of best-practice briefing papers (by country) submitted to the web -# of annotated agency best practice bibliographies developed (FY13) or updated (FY14 and FY15) -# of pamphlets produced	Staff access to information on best practice within Africare and from other agencies (relevant section of a revised version of the FSPCI ²⁵) (by country)

Source: The Africare Sahel Strategy Development Workshop, the Sahel Agriculture Working Group sessions, June 2012 and Annex I.B.

²⁵ Once the new strategy is approved, the FSPCI that Africare has used to measure program and staff capacity in key areas of food security will be updated to track the new skills being supported under the Sahel Strategy.

Chapter Two

Objective 2:

Strengthen Africare’s existing base of Early Warning and Emergency Response (EW/ER) programs to minimize the impact of shocks on resilience.

2.0. Context

Africare’s first-generation Title II programs—in Tchad, Mali, Burkina Faso, and Niger—were based on a three-pronged food security model that was considered somewhat revolutionary in the context of the times since it targeted the areas with the highest rates of malnutrition in West Africa and advocated an “integrated,” community-based approach. Although enhanced risk management was not a heavy focus of these programs, there is clear quantitative and qualitative data that shows how the resulting investments helped local populations better manage shocks. Some of the best evidence of this is data showing how communities weathered drought sequences without the “normal” spike in simple and chronic malnutrition that had accompanied these types of emergencies prior to Africare’s intervention in the zone.

In 2005, the US government revised the official Food Policy Paper²⁶ and added “risk management” as a fourth prong to its conventional three-pronged model of food security that focuses on improving food availability, access, and utilization. This was done because of growing evidence of how smallholders’ coping mechanisms during disasters could erode the basic assets (human health, children’s educations, livestock herds, soils) they need to be resilient. Once US Agency for International Development(USAID) amended the Food Policy Paper in 2005, Africare added an early warning and response component to all of its Title II programs in the Sahel. Despite minor variation, these programs all follow the classic Early Warning/Emergency Response (EW/ER) model designed to build local communities’ abilities to anticipate crises and to communicate this information to the regional authorities that are the official state institutions charged with early warning emergency response.²⁷

Although there is ample evidence that these EW/ER systems helped build community capacity, they were completely dependent on the wider regional authorities for any type of formal assistance. Given the weak capacity of the regional emergency response units in most Sahelian countries, Africare became involved in helping local authorities to mobilize an emergency response.

- For smaller disasters, most country programs have relied on a small emergency reserve that most projects already had, which was a percentage of their total commodity allotment (for monetization and other purposes).
- For larger disasters—like the current roster of disasters in Mali, Burkina, Niger, and Tchad—they were forced to develop stand-alone proposals.

²⁶ See [Office of Food for Peace Strategic Plan 2006-2010;](http://transition.usaid.gov/our_work/humanitarian_assistance/ffp/ffp_strategy.2006_2010.pdf)
http://transition.usaid.gov/our_work/humanitarian_assistance/ffp/ffp_strategy.2006_2010.pdf.

²⁷ See [Africare Burkina Faso](#) (Africare Food Security Review, No. 16, December 2008. Development and Implementation of a Method for Early Warning and Response. Diallo et al.) and [Niger \(Africare Food Security Review, No. 15, December 2008. Development and Implementation of a Community Early Warning System. Rhili et al.\)](#)

Although Africare’s current programs have achieved a strong record on pre-crisis planning (*avant*), they have been less successful in emergency management during the crisis (*pendant*) and post-crisis transition (*après*) programming. This is in large part because Africare—due to its size and historic focus on grass roots—has avoided the development of an internal policy on emergencies, even though it is constantly forced to intervene in these areas by virtue of already having programs there. And as a result, Africare has not provided field programs with the types of headquarters and regional-level support needed to mobilize quick and effective emergency responses.

In the current context of the Sahel—where emergencies are a fact of life—Africare can no longer hide from its responsibilities in the area of emergency response. Given the critical importance of effective emergency management in the Sahel, Africare recommends all of its future Sahel programs adopt a more holistic approach to emergency preparedness and response that looks at all phases of emergencies both prior to, during, and after a crisis. To ensure that this issue remains a top priority, Africare has endorsed the formation of an emergency task force to facilitate intra-regional communication and coordination between Africare’s country programs.

To address these issues, the provisional Sahel Emergency Task Force organized by Africare during the Sahel Strategy Development Workshop in Niamey identified 12 priority actions to achieve four sub-objectives over the next three years (Table 2.1).

Table 2.1. Strategic Objective 2: Sub-Objectives, Priority Actions, and Sub-Actions

Sub-Objective 2.1. Build the regional capacity of Africare to design and staff quick-response emergency programs in the Sahel that minimize the negative impact of these crises on livelihood assets and resilience.
Action #2.1. Develop an intra-regional Sahel Task Force on Emergencies.
Action #2.2. Work through the intra-regional task force to develop a plan for keeping Africare/Headquarters (HQ) apprised of emerging crises and the projected end of any crisis that might necessitate transition programming.
<i>2.2.1. Develop a communication plan.</i>
<i>2.2.2. Submit information to the Emergency Task Force co-chair.</i>
Action #2.3. Ensure that all country programs are proactive in developing and maintaining a list of protocols with potential emergency partners (both national and international) that can provide the basis for a quick emergency response.
Action #2.4. Develop the Scope of Work (SOW) for and pilot-test the deployment of a new full-time emergency expert who could insure that all Africare field programs (including those in the Sahel) have access to the most current documentation, assessment tools, and guidance needed to provide quick-response emergency proposals if and when they are needed.
<i>2.4.1. Develop a SOW for this position.</i>
<i>2.4.2. If the two emergency situations continue, field a consultant for proposal development.</i>
Action #2.5. Develop an initial list of qualified national and international consultants who can be deployed to assist with emergency needs assessments and proposals, as well as a system for regular updating of the names and potential availability of these consultants.
Sub-Objective 2.2. Strengthen Africare’s existing model for community-based Early Warning and Emergency Response systems that support resilient agricultural systems.
Action #2.6. Develop a list of recommendations for strengthening these local programs based on: <ul style="list-style-type: none"> – A SWOT analysis of Africare’s existing EW/ER systems and technology and the current status of the EW/ER systems in Tchad, Senegal, Mali, and Niger; as well as in Burkina Faso, where Africare no longer supports these activities; and – A comparative analysis of Africare’s EW/ER systems and measurement with other community-based EW/ER systems also operating in these countries.

<i>2.6.1. Conduct an initial diagnostic Strength, Weakness, Opportunities, and Threats (SWOT) review of all operating EW/ER systems.</i>
<i>2.6.2. Based on 2.6.1, develop EW/ER action plans by country and evaluate them annually.</i>
Action #2.7. Explore national and international opportunities for funding these EW/ER activities.
<i>2.7.1. Explore opportunities with the African Development Bank (AfDB)/WB: Pilot Project for Climate Resilience.</i>
<i>2.7.2. Explore other possible sources of funding, including IFAD.</i>
Sub-Objective 2.3. Strengthen Africare’s systems for documenting its capacity to anticipate and manage crises and post-transition programs that protect critical assets during crises.
Action #2.8. Prepare and publish an overview of Africare’s current and past emergency efforts in the Sahel.
<i>2.8.1. Conduct the overview and update it periodically.</i>
<i>2.8.2. Coordinate this data collection effort with Africare/HQ.</i>
Action #2.9. Identify bilateral and multilateral resources for stand-alone emergency funding that can be used to add an emergency component to Africare’s ongoing agricultural development programs when needs arise.
<i>2.9.1. Conduct a comprehensive initial assessment of in-country, bilateral (US and other), and multilateral resources.</i>
<i>2.9.2. Update this initial assessment regularly in order to keep field programs informed.</i>
Sub-Objective 2.4. Strengthen national programs’ capacity to develop appropriate post-disaster responses to restore the resilience of disaster-affected communities.
Action #2.10. Help programs incorporate appropriate transitional activities in emergency and post-emergency transition programs.
<i>2.10.1. Identify technical papers and suggested lists of transitional activities that different donors support.</i>
<i>2.10.2. Help programs incorporate transitional initiatives into emergency and transition proposals.</i>
Action #2.11. Help programs identify possible sources of complementary transition funding.
Action #2.12. Explore the complex crisis/resilience funding grants.
<i>2.12.1. Clarify what we know about the potential for funding.</i>
<i>2.12.2. Outline a process for developing country-specific grants for emergencies.</i>
<i>2.12.3. Develop a SOW for that consultant, identify, and hire a consultant.</i>

Source: The Africare Sahel Development Strategy Workshop, Sahel Emergency Task Force sessions, June 2012 and Annex II.

2.1. Sub-Objectives and Priority Actions

2.1.1. Sub-Objective 2.1. Build the regional capacity of Africare to design and staff quick-response emergency programs in the Sahel that minimize the negative impact of these crises on livelihood assets and resilience.

Observation: Five of the most critical constraints that Africare country programs face when confronted with an emergency are:

- Getting information on potential funding sources;
- Knowing what types of assessment tools will be needed to document the crisis for that particular donor;
- Identifying and getting permission from Africare headquarters to sign protocols with government partners and international agencies that are needed to develop an emergency aid proposal;
- Having the resources (in terms of staff and consultant time) to document the crisis and prepare a proposal that would comply with donor standards; and
- Convincing Africare headquarters to agree to “sign off” on the proposals, which sometimes requires them to agree to terms (like lower than normal overhead) that do not conform to Africare’s core policies.

Recommendations: The activities under Sub-Objective 2.1 are designed to address these issues.

- **Action #2.1.** *Develop an intra-regional Sahel Task Force on Emergencies.*
- **Action #2.2.** *Work through the intra-regional task force to develop a plan for keeping Africare/Headquarters (HQ) apprised of emerging crises and the projected end of any crisis that might necessitate transition programming.*
- **Action #2.3.** *Ensure that all country programs are proactive in developing and maintaining a list of protocols with potential emergency partners (both national and international) that can provide the basis for a quick emergency response.*
- **Action #2.4.** *Develop the Scope of Work (SOW) for and pilot-test the deployment of a new full-time emergency expert who could insure that all Africare field programs (including those in the Sahel) have access to the most current documentation, assessment tools, and guidance needed to provide quick-response emergency proposals if and when they are needed.*
- **Action #2.5.** *Develop an initial list of qualified national and international consultants who can be deployed to assist with emergency needs assessments and proposals, as well as a system for regular updating of the names and potential availability of these consultants.*

2.1.2. Sub-Objective 2.2. Strengthen Africare’s existing model for community-based Early Warning and Emergency Response systems that support resilient agricultural systems.

Observation: For the last 10 years Africare has supported the development of community-based early warning and emergency response systems in four of the five countries (Burkina Faso, Mali, Niger, and Tchad) targeted by the Sahel strategy. While there is ample qualitative and quantitative data from the different projects’ monitoring and evaluation (M&E) records that these activities have strengthened local communities’ ability to approach local authorities when needs emerge, the Africare’s Sahel teams identified a number of areas where they need to be strengthened:

- First and foremost, it is unclear if and how much the detailed information that the EW/ER systems collect is used by the local emergency coordination groups or the major bilateral or multi-lateral agencies that support emergency relief. It is also if and how this information is linked (or not linked) to the very relevant “early warning” information that Africare is collecting from its growth monitoring programs in Tchad, Mali, and Niger.²⁸ If this information is not being used, is it because the information is irrelevant, or is it the way the information is being transmitted? How could the information and or the processing of this information be more efficient and effective?
- A second problem is the weak technical capacity of many EW/ER groups to document droughts, which can be highly area-specific, as well as agricultural disasters like locust

²⁸Africare has [recorded several instances in which the community-based growth-monitoring programs supported by its Title II-funded food security programs](#) provided relevant input to local authorities on “emerging” crises that Africare then helped orchestrate a response to (Africare Food Security Review, No. 8, September 2007. Identifying and Managing a Major Shock. Sidibé et al.).

infestations. These local groups need assistance in identifying the most promising “low-tech” technologies for accurate rainfall monitoring and monitoring of crop pests.

- To date, Africare has prepared two case studies of individual programs, but has yet to conduct any sort of comparative analysis of “lessons learned” from its own programs with “lessons learned” from the similar EW/ER units used by other non-governmental organizations (NGOs).

Recommendations: To address these issues, the emergency taskforce is recommending that Africare work through the Africare Sahel Emergency Task force to:

- **Action #2.6.** *Develop a list of recommendations for strengthening these local programs based on:*
 - *A Strength, Weakness, Opportunities, and Threats (SWOT) analysis of Africare’s existing EW/ER systems and technology and the current status of the EW/ER systems in Tchad, Senegal, Mali, and Niger; as well as in Burkina Faso, where Africare no longer supports these activities; and*
 - *A comparative analysis of Africare’s EW/ER systems and measurement with other community-based EW/ER systems also operating in these countries.*
- **Action #2.7.** *Explore national and international opportunities for funding these EW/ER activities*

2.1.3. Sub-Objective 2.3. Strengthen Africare’s systems for documenting its capacity to anticipate and manage crises and post-transition programs that protect critical assets during crises.

Observation: One major output of the Sahel Strategy Development Workshop was to highlight a number of very important—but completely undocumented—impacts of Africare’s previous and current interventions on crisis management in Tchad and northern Mali.

- *Crisis Management Impact of Climate-Smart Agricultural Investments.* There is, for example, abundant evidence from previous crises in Tchad and Niger—as well as the current crisis in northern Mali and Niger—that Africare’s food security programs are helping the local people better manage crises because of their earlier investments in climate-smart agriculture.
- *Crisis Management Impact of Community Capacity Building:* There is also abundant evidence from the current crisis in northern Niger and Mali that many of the *groupements* Africare helped create under its food security programs continue to function—even in war-torn Mali. The fact that the majority of the most active *groupements* in northern Mali are managed by women’s groups increases their apolitical status and makes them less vulnerable to insurgent attacks.

Africare needs to provide better systems for documenting these impacts in order to convince its own board and foreign donors that it has a valid role to play in both emergency preparedness and response.

Recommendations:

- **Action #2.8.** *Prepare and publish an overview of Africare’s current and past emergency efforts in the Sahel.*

- **Action #2.9.***Identify bilateral and multilateral resources for stand-alone emergency funding that can be used to add an emergency component to Africare’s ongoing agricultural development programs when needs arise.*

2.1.4. Sub-Objective 2.4. Strengthen national programs’ capacity to develop appropriate post-disaster responses to restore the resilience of disaster-affected communities.

Observation: Once emergencies are over, local communities need to:

- Re-adapt to the normal slate of activities they execute to support their diversified livelihoods; and
- Wean themselves from their dependence on any emergency food rations or work programs that the emergency programs may have supported.

The transition process is often complicated by the fact that many bilateral donors like Office for Foreign Disaster Assistance (OFDA) and certain types of World Food Program (WFP) grants that fund emergencies do not support transition programming once a crisis ends. To address this issues, the Africare Sahel Task Force on Emergencies is advised to: (a) anticipate certain “transition” activities in every stand-alone emergency program that they develop; and (b) help programs identify potential sources of “transition” funding such as the new USAID complex crises grants that programs can apply to when the current OFDA grants that are operating in Burkina, Mali, Tchad, and Niger are over.

Recommendations:

- **Action #2.10.***Help programs incorporate appropriate transitional activities in emergency and post-emergency transition programs.*
- **Action #2.11.***Help programs identify possible sources of complementary transition funding.*
- **Action #2.12.***Explore the complex crisis/resilience funding grants.²⁹*

Given the critical importance of emergency planning in the immediate future, Africare must quickly work with local partners to: (a) identify local sources of emergency funds; (b) conduct any emergency assessments that emergency donors may require using the most up-to-date guidance and assessment tools; and (c) develop polished proposals.

²⁹ These grants offer a funding window of up to 18 months on top of current emergency funding with an eye toward restoring the resilience of the emergency affected communities.

2.2. Suggested Indicators for Tracking Progress

Table 2.2. Sample Indicators for Tracking Progress toward the Achievement of the Three Sub-Objectives for Objective 2

Sub-Objectives and Priority Actions	Suggested Monitoring Indicators	Suggested Impact Indicators for the Sub-Objective
Sub-Objective 2.1. Build the regional capacity of Africare to design and staff quick-response emergency programs in the Sahel that minimize the negative impact of these crises on livelihood assets and resilience.		
Action #2.1. Develop an intra-regional Sahel Task Force on Emergencies.	Capacity of the task force based on a capacity index for all of Africare’s working groups (to be developed in FY2013)	-Staff capacity to backstop emergencies based on an updated version of the Emergency Section Food Security Program Capacity Index (FSPCI) to be developed in FY2013
Action #2.2. Work through the intra-regional task force to develop a plan for keeping Africare/Headquarters (HQ) apprised of emerging crises and the projected end of any crisis that might necessitate transition programming.	-Communication plan developed -Monthly communication updates sent to Africare HQ that comply with the standards in the communication plan	-# of funded emergency programs that comply with Africare’s standards for resilient short-term emergency programming
Action #2.3. Ensure that all country programs are proactive in developing and maintaining a list of protocols with potential emergency partners (both national and international) that can provide the basis for a quick emergency response.	# of country programs with signed updated (within the last year) protocols with potential emergency partners	
Action #2.4. Develop the Scope of Work (SOW) for and pilot-test the deployment of a new full-time emergency expert who could insure that all Africare field programs (including those in the Sahel) have access to the most current documentation, assessment tools, and guidance needed to provide quick-response emergency proposals if and when they are needed.	-SOW developed -Emergency position operational	
Action #2.5. Develop an initial list of qualified national and international consultants who can be deployed to assist with emergency needs assessments and proposals, as well as a system for regular updating of the names and potential availability of these consultants.	-Country programs with a list of national consultant that work in emergencies -Africare HQ has an updated (within the last year) list of potential emergency consultants	
Sub-Objective 2.2. Strengthen Africare’s existing model for community-based Early Warning and Emergency Response systems that support resilient agricultural systems.		
Action #2.6. Develop a list of recommendations for strengthening these local programs based on: – A Strength, Weakness, Opportunities, and Threats (SWOT) analysis of Africare’s existing EW/ER systems and technology and the current status of the EW/ER systems in Tchad, Senegal, Mali, and Niger; as well as in Burkina Faso,	Conduct the study and disseminate the results to country programs	# of EW/ER systems with complementary non-Title II funding

Sub-Objectives and Priority Actions	Suggested Monitoring Indicators	Suggested Impact Indicators for the Sub-Objective
where Africare no longer supports these activities; and – A comparative analysis of Africare’s EW/ER systems and measurement with other community-based EW/ER systems also operating in these countries.		
Action #2.7. Explore national and international opportunities for funding these EW/ER activities.	Information on potential funding sources identified and shared with country programs	
Sub-Objective 2.3. Strengthen Africare’s systems for documenting its capacity to anticipate and manage crises and post-transition programs that protect critical assets during crises.		
Action #2.8. Prepare and publish an overview of Africare’s current and past emergency efforts in the Sahel.	SWOT analyses conducted and report prepared and disseminated through country programs	Africare systems for documenting its capacity for emergency program stronger (by country) (based on a revised version of the FSPCI)
Action #2.9. Identify bilateral and multilateral resources for stand-alone emergency funding that can be used to add an emergency component to Africare’s ongoing agricultural programs when needs arise.	Information on potential funding sources identified and shared with country programs	
Sub-Objective 2.4. Strengthen national programs’ capacity to develop appropriate post-disaster responses to restore the resilience of disaster-affected communities.		
Action #2.10. Help programs incorporate appropriate transitional activities in emergency and post-emergency transition programs.	% of new grant applications that anticipate transition funding	# of countries with transition funding
Action #2.11. Help programs identify possible sources of complementary transition funding.	# of funded stand-alone transition programs that complement existing emergency and non-emergency grants	
Action #2.12. Explore the complex crisis/resilience funding grants.	# of countries that submitted independent grant applications and/or applications in a group	

Source: The Africare Sahel Development Strategy Workshop, Sahel Emergency Task Force sessions, June 2012 and Annex II.

Chapter Three

Objective 3:

Re-build and maintain Africare’s core capacity to implement nutrition and Water, Sanitation, and Hygiene (WASH) activities that support resilience

3.0. Context

The concept of high-quality nutritional assessment is central to the conception, design, and execution of programming under Africare’s new model for resilience as it is for many other donors working on resilient agriculture in the Sahel (Box 3.1). It is through nutritional assessment that Africare determines:

- Where and what kind of agricultural initiatives being developed under Objective 1 of the Sahel Strategy are most needed and whether they are having the desired impact on the most vulnerable groups; and
- When short-term emergency assistance is needed to reduce the impact of major manmade and natural disasters on these programs (Objective 2 of the Sahel Strategy).

Box 3.1. Assessing Change in Resilience: Using Level of Child Malnutrition as a Key Indicator (Excerpt: Escaping the Hunger Cycle: Pathways to Resilience in the Sahel)

“This report proposes that ‘nutrition security’ be placed at the apex of the ‘pathways to resilience.’ Certainly, other indicators of resilience at the community and household level will need to be determined for different livelihood zones, in particular for pastoral areas. However, at the national level it is proposed that there is no better single indicator of resilience and resolving the chronic dimensions of the food insecurity than the level of child malnutrition, assessed using the Standardized Monitoring and Assessment of Relief and Transition (SMART) survey. This report argues that in the Sahel, the most vulnerable households will have a strong level of resilience if a sustainable reduction in child malnutrition is achieved. Resilience that remains relatively unchanged even in the face of future droughts or other shocks.

Using the level of malnutrition as a key indicator of resilience (reduced vulnerability) is proposed firstly because it is already part of the *Cadre Harmonisé Bonifié* (CHB). Secondly, using malnutrition levels as a way to assess resilience will help keep resources focused on the poorest, most vulnerable households, which experience the highest levels of child malnutrition. This will overcome the inherent tendency of livelihood promotion and disaster, risk, reduction (DRR) programs to benefit the better off households. It would also help foster an approach to bridge humanitarian and development work at the program design stage. Finally, the advantage of malnutrition as a key indicator of resilience is that it will promote a stronger focus on addressing gender issues. Women bear the brunt of poverty. Their economic position and access to resources are vital to overcoming child malnutrition and improving resilience.”

Source: Peter Gubbels. 2011. Escaping the Hunger Cycle: Pathways to Resilience in the Sahel. Study commissioned by the Sahel Working Group (an informal inter-agency network, focusing mainly on Niger, Mali, and Burkina Faso = CAFOD, Care, Concern, Christian Aid, Oxfam, Plan, Save the Children, Tearfund and World Vision). September 2011. Pg. 12.

Each of Africare’s major Title II programs has included a separate objective focused on nutrition that included activities focusing on (Table 3.1):

- Prevention of malnutrition;
- Support to communities efforts;
- Health system strengthening;

- Behavior Change Communication(BCC); and
- Literacy training and income-generating activities for women and vulnerable groups like HIV/AIDS-affected households.

To facilitate the exchange of best practices between Title II programs, Africare used to encourage the nutritional staff to backstop one another on assessments and proposal designs.

Africare was one of the first non-governmental organizations (NGOs) to introduce the Hearth methodology for the community-based rehabilitation of moderately malnourished children (using local food and “model mothers”) into West Africa, and the very first to train its own staff and other NGOs in the Hearth model in the four countries targeted by the current strategy.³⁰

Table 3.1. Current Status of Nutrition and Health Activities in Mali, Niger, Burkina Faso and Tchad

	Mali	Niger	Burkina	Tchad
A. Project Categories				
Nutrition programs that are part of larger Title II/US Department of Agriculture(USDA)	Timbuktu Food Security Initiative (TFSI) Title II Project in Timbuktu (on hold due to the current crisis with proposal to reprogram activities in the south)	-Agadez Tahoua Tillaberi Food Security Initiative (ATFSI) Title II Project (just ending) -Sawki (new Title II project in consortium with Mercy Corps and HKI)*	N/A	Batha-Ouaddai Food Security Initiative (BOFSI) Title II Project
Nutrition programs that are part of emergency programs	Project with WFP	Office for Foreign Disaster Assistance(OFDA)&World Food Program(WFP)	N/A	BOFSI Title II Project
WASH programs that are part of larger emergency or food security programs	None	Integrated in current OFDA and nutrition program (BCC Wash)	Integrated in upcoming OFDA Program (water point Rehabilitation and Water Management Committee)	Integrated into the ongoing BOFSI Project
B. Nutritional and WASH experts on staff				
Health & nutrition specialists	None	3 specialists(1 in Niamey and 2 in the field)	None	Extension agent
Health &WASH specialists	None	None	1 specialist	None

Source: Africare Sahel Strategy Development Workshop, The Sahel Nutrition and WASH Working Group sessions,June 2012.

*HKI (Helen Keller International) will have primary leadership on nutrition for the consortium.

³⁰ This technical paper describes the very first [Africare Hearth program in northern Guinea; Africare Food Security Review, No. 12, March 2008.The Success of the Hearth Model in Guinea.Maslowsky et al.](#)

Africare’s integrated approach to Water, Sanitation, and Hygiene (WASH) and the recent implementation of innovative sanitation interventions such as Community-Led Total Sanitation (CLTS) positions it well to contribute to the considerable work still necessary to reach the Millennium Development Goals (MDG) targets for water and sanitation access. Still, Africare will also need to adapt and innovate over the next decade to shift somewhat from its predominantly rural focus to address urban populations’ emerging needs.

Although the principal focus of Africare’s nutritional programming has been developmental, they have had to adapt their “traditional” nutritional programming to some of the emergency assessment techniques that donors require during the design of an emergency program. In the last five years, Africare has conducted these emergency assessments in all four countries that attended the Sahel Strategy Development Workshop (Table 3.1), both in conjunction with the design of short-term emergency assistance to help the populations in the area where its food security programs operate to respond to both natural and manmade disasters, as well as in various affected areas that are outside their customary areas of intervention.

Although Africare has occasionally employed some short-term consultants to assist with the execution of the nutritional activities associated with its nutritional interventions, the majority of these activities have been executed by the nutritionists associated with the large Title II and USDA programs operating in each country.

Africare is currently implementing nutrition and WASH programs in all four of the Sahel countries (Burkina Faso, Mali, Niger, and Tchad) that attended the strategy workshop (Table 3.1), including:

- Three five-year integrated food security programs funded by Title II; and
- Several shorter emergency programs funded by Office of Food and Disaster Assistance (OFDA) and World Food Program (WFP).

To remain competitive in the new and rapidly changing environment of donor assistance, Africare must develop more stable staffing patterns and training programs in addition to:

- Adapting its global approach to new national and donor policies that emphasize support of severe acute malnutrition and fortification;
- Strengthening staff training in the most recent methodologies for emergency nutritional-needs assessment and reporting;
- Collaborating with other NGOs and technical partners (like UNICEF) on applied comparative research to examine the traditional Hearth model for community-based nutrition statute rehabilitation: (the Hearth model can be best adapted to conditions in the Sahel where locally produced food is often not available); and
- Strengthening the use of nutritional data to orient and direct its agriculture, livestock, and water-resource management activities.

3.1. Sub-Objectives and Priority Actions

To address these issues, the Sahel Strategy Nutrition and WASH Working Group identified a sub-strategy that focused on achieving three interrelated sub-objectives. Most activities and sub-activities in the strategy can be supported with existing project funds, or by Africare

Headquarters through its operating budget (Table 3.2). A few activities (those with two x's) will require a small financial input from Africare Headquarters, as well as field support.

Table 3.2. Strategic Objective 3: Sub-Objectives, Priority Actions, Sub-Actions, and Possible Funding Sources

Sub-Objective, Priority Actions, and Sub-Actions	Funding		
	CP	HQ	Other
Sub-Objective 3.1. Recruit, train and maintain staff with expertise in Nutrition, Water and Sanitation			
Action #3.1. Create a Sahel Working Group on Nutrition that is linked to the all-Africare working group on nutrition. ³¹	X		
<i>3.1.1. Develop a SOW for the Sahel Nutrition Working Group that describes its mandate and leadership.</i>			
<i>3.1.2. Establish a link between the Sahel Nutrition Working Group and the Africare Technical Nutrition and WASH Working Group.</i>			
<i>3.1.3. Ask Africare/HQ to consider hiring a nutritionist with field experience in Title II and emergency programming for the new nutrition position it is advertising and placing him/her within the Sahel, given the huge identified need for rebuilding Africare's nutrition expertise in the sub-region.</i>			
Action #3.2. Lead a nutritional and WASH capacity-needs assessment for all ongoing agriculture, livestock, food security, and emergency programs in order to identify strengths and weaknesses and make recommendations for key areas that need strengthening in these programs.	X	X	
Action #3.3. Develop Scopes of Work (SOWs) and a recruitment plan for any new positions that are needed in nutrition based on the nutritional capacity needs assessment in Action #3.2.	X		
Action #3.4. Design a nutrition strategy for Africare based on lessons learned from Africare's experience with nutrition programming in the context of food security and emergency programs (as identified in Action #3.2) and the most recent developments and emerging concepts of nutrition in the Sahel.	X	X	
Action #3.5. Train new personnel on new national nutrition protocols and international best practice.	X		
<i>3.5.1. Train personnel on Nutrition BCC (for emergency & development) program implementation.</i>			
<i>3.5.2. Train nutrition personnel on the management of acute malnutrition (emergency & development).</i>			
<i>3.5.3. Adjust the current tracking system for nutrition in the FSPCI (Food Security Program Capacity Index) to insure that all the core capacities needed to design, execute, and assess emergency and non-emergency programs are tracked in each program.</i>			
Sub-Objective 3.2. Strengthen the consideration of nutrition in all new and existing food security and agriculture programs.			
Action #3.6. Develop stronger systems for tracking the linkages between nutritional assessments and the dissemination of new technology for agriculture, livestock, land rehabilitation, water resource development, food processing, and storage.	X	X	
Action #3.7. Develop/finalize concept papers that summarize lessons learned from earlier programs with health specialists in the national nutrition services.	X	X	
Action #3.8. Develop a marketing strategy to help Africare develop private-sector funding for nutrition activities that will complement existing and new food security projects.	X		

³¹ The all-Africare Working Group was created in Lusaka in June 2012.

Sub-Objective, Priority Actions, and Sub-Actions	Funding		
	CP	HQ	Other
Action #3.9. Identify and develop proposals for complementary private-sector funding. ³²	X		
Sub-Objective 3.3. Strengthen Africare’s ability to conduct initial nutrition needs assessments and develop appropriate nutrition programming and emergency support to existing and new programs (i.e. the initiative being targeted under Objective 2 of the Sahel Strategy).			
Action #3.10. Strengthen the consideration of nutrition in the current roster of emergency programs that Africare is applying for or has received.	X		
<i>3.10.1. Add a nutrition component to the current emergency livestock program that has been funded in Mali.</i>			
<i>3.10.2. Finalize the PRM for Niger.</i>			
<i>3.10.3. Submit a PREP for the relocation of the MYAP activities (including nutrition) to lower risk areas in Mali.</i>			
Action #3.11. Explore potential areas for collaboration with different donors.	X	X	
<i>3.11.1. Explore ways Africare can collaborate with FP on the design and execution of complementary and stand-alone emergency and development programs.</i>			
<i>3.11.2. Explore opportunities to develop collaborative emergency initiatives with UNICEF.</i>			
<i>3.11.3. Explore opportunities to develop nutrition activities in any Title II EFSP (Emergency Food Security Program) proposals that are developed.</i>			
Action #3.12. Strengthen staff capacity to prepare emergency proposals in a timely manner.	X	X	
<i>3.12.1. Identify and develop a database of consultants to support the development of proposals on nutrition.</i>			
<i>3.12.2. Anticipate the need to incorporate activities that transit between emergency and post-crisis nutritional activities.</i>			
<i>3.12.3. Train staff in the special requirements (needs assessments, M&E systems) that they will need to develop effective emergency proposals.</i>			

Source: Africare Sahel Strategy Development Workshop, The Sahel Strategy Nutrition and WASH Working Group Sessions. June 2012 and Annex III.

3.1.1. Sub-Objective 3.1. Recruit, train and maintain staff with expertise in Nutrition, Water and Sanitation.

Observation: As recently as five years ago, Africare had one MD or Ph.D.-level trained nutritionist on the staff of each of its Sahel country programs, all of whom had backstopped project designs and assessments in other Africare programs. Today it has none due to hot competition for trained nutritionists from other NGOs and donors³³ (Table 3.1).

Recommendations: The priority actions under Sub-Objective 3.1 will help Africare strengthen and refocus its core systems for recruiting, training and retraining, and retaining nutritional staff and activities.

- **Action #3.1.** Create a Sahel Working Group on Nutrition that is linked to the all-Africare working group on nutrition.
- **Action #3.2.** Lead a nutritional and WASH capacity-needs assessment for all ongoing agriculture, livestock, food security, and emergency programs in order to identify

³² Consider businesses such as AREVA, SORAZ, AGA, Mining, as well as international food companies that have social funds.

³³ The health officer in Niamey is in the process of preparing a MS degree in nutrition.

*strengths and weaknesses and make recommendations for key areas that need strengthening in these programs.*³⁴

- **Action #3.3.***Develop Scopes of Work (SOWs) and a recruitment plan for any new positions that are needed in nutrition based on the nutritional capacity needs assessment in Action #3.2.*
- **Action #3.4.***Design a nutrition strategy for Africare based on lessons learned from Africare’s experience with nutrition programming in the context of food security and emergency programs (as identified in Action #3.2) and the most recent developments and emerging concepts of nutrition in the Sahel.*
- **Action #3.5.***Train new personnel on new national nutrition protocols and international best practice.*

3.1.2. Sub-Objective 3.2. Strengthen the consideration of nutrition in all new and existing food security and agriculture programs.

Observation: Even if Africare does not expand or even retain its current portfolio of Title II programs, nutrition will continue to be a critical component of most major food security programs—like US Department of Agriculture (USDA), WFP, Feed the Future, and the Gates Foundation. Africare needs to continue to design and monitor even routine International Agricultural Research Center (IARC) interventions that target vulnerable groups.

The needs assessment under Sub-Objective 3.1 will identify many of the areas that need to be addressed to strengthen Africare’s ongoing Title II programs, many of which are up for renewal and should—through the strategy and training programs—guarantee that new programs include a more appropriate updated package of activities that comply with the new international and national standards for such programs.

Recommendations: The priority actions under Sub-Objective 3.2 will:

- **Action #3.6.***Develop stronger systems for tracking the linkages between nutritional assessments and the dissemination of new technology for agriculture, livestock, land rehabilitation, water resource development, food processing, and storage.*
- **Action #3.7.***Develop/finalize concept papers that summarize lessons learned from earlier programs with health specialists in the national nutrition services.*
- **Action #3.8.***Develop a marketing strategy to help Africare develop private-sector funding for nutrition activities that will complement existing and new food security projects.*
- **Action #3.9.***Identify and develop proposals for complementary private-sector funding.*
Two areas targeted for support include:
 - Nutritional training and career-development activities that complement the activities funded by the larger donor grants; as well as
 - Small post-project “bridge” programs to help local health agencies continue to offer the types of high-quality growth monitoring that continue to be one of the most reliable early warning systems for the Sahel.

³⁴One key question in this survey will be whether the field programs would have a more stable staffing pattern if these programs focused on “training up” BS-level nutritionists with the requisite language and skill set for community-based programs rather than recruiting Ph.D. and MD-level senior staff for field positions.

Africare anticipates that private-sector donors will be attracted to this type of private-sector “top off” program that enables them to leverage a relatively small investment into a much larger, highly visible impact. Ideally, some of these private-sector funds could eventually be pooled into a series of privately funded “child protection [trust] funds” for specific country programs, which could help Africare provide the types of short-term emergency funding that it needs to support emergency food distribution to areas hit by natural and manmade disasters in the months before emergency grant money can kick in.

3.1.3. Sub-Objective 3.3. Strengthen Africare’s ability to conduct initial nutrition needs assessments and to develop appropriate nutrition programming and emergency support to existing and new programs (i.e. the initiatives being targeted under Objective 2 of the Sahel Strategy)

Observation: Given the critical role of nutritional assessment in documenting a “food crisis” and identifying the populations most at risk (either in terms of geographical location, gender, or age), it is critical to insure that all nutritionists have access to the most current guidelines and assessment tools for these programs. It is anticipated that better systems for identifying these needs—along with planning, training, and tracking staff capacity—will be identified by the activities planned under Sub-Objective 3.1.

Recommendations:

- **Action #3.10.** *Strengthen the consideration of nutrition in the current roster of emergency programs that Africare is applying for or has received.*
- **Action #3.11.** *Explore potential areas for collaboration with different donors.*
- **Action #3.12.** *Strengthen staff capacity to prepare emergency proposals in a timely manner.*

3.2. Suggested Indicators for Tracking Progress

Each year the Sahel working groups are expected to review their progress toward the achievement of their sub-objectives and to discuss “lessons learned” as a background to their annual planning. When this planning process coincides with a workshop, this activity can be linked; when it does not, the co-chairs will facilitate the review via Internet (Skype and/or email).

Table 3.3. Sample Indicators for Tracking Progress toward the Achievement of the Three Sub-Objectives for Objective 3

Sub-Objective and Priority Actions	Suggested Monitoring Indicator	Suggested Impact Indicator
Sub-Objective 3.1. Recruit, train and maintain staff with expertise in Nutrition, Water and Sanitation .		
Action #3.1. Create a Sahel Working Group on Nutrition that is linked to the all-Africare working group on nutrition. ³⁵	Working Group Capacity Index (WGCI)	# of agriculture, livestock, water resource, and livelihood programs that address nutritional issues in project design, monitoring, and evaluative (by country)
Action #3.2. Lead a nutritional and WASH capacity-needs assessment for all ongoing agriculture, livestock, food security, and emergency programs in order to identify strengths and weaknesses and make recommendations for key areas that need strengthening in these programs.	# of assessments (per country)	
Action #3.3. Develop Scopes of Work (SOWs) and a recruitment plan for any new positions that are needed in nutrition based on the nutritional capacity needs assessment in Action #3.2.	-Recruitment plans developed -Field-based nutritionists hired or “trained up” to the needed standards	
Action #3.4. Design a nutrition strategy for Africare based on lessons learned from Africare’s experience with nutrition programming in the context of food security and emergency programs (as identified in Action #3.2) and the most recent developments and emerging concepts of nutrition in the Sahel.	State of development and execution of the Nutrition Strategy	
Action #3.5. Train new personnel on new national nutrition protocols and international best practice.	Staff trained	
Sub-Objective 3.2. Strengthen the consideration of nutrition in all new and existing food security and agriculture programs.		
Action #3.6. Develop stronger systems for tracking the linkages between nutritional assessments and the dissemination of new technology for agriculture, livestock, land rehabilitation, water resource development, food processing, and storage.	Tracking system developed (by country)	Relevant section of the revised Food Security Program Capacity Index(FSPCI) by country
Action #3.7. Develop/finalize concept papers that summarize lessons learned from earlier programs with health specialists in the national nutrition services.	#of concept papers produced	
Action #3.8. Develop a marketing strategy to help Africare develop private-sector funding for nutrition activities that will complement existing and new food security projects.	Marketing strategy developed	

³⁵ The all-Africare working group was created in Lusaka in June 2012.

Sub-Objective and Priority Actions	Suggested Monitoring Indicator	Suggested Impact Indicator
Action #3.9. Identify and develop proposals for complementary private-sector funding. ³⁶	# of proposals funded	
Sub-Objective 3.3. Strengthen Africare’s ability to conduct initial nutrition needs assessments and develop appropriate nutrition programming and emergency support to existing and new programs (i.e. the initiative being targeted under Objective 2 of the Sahel Strategy).		
Action #3.10. Strengthen the consideration of nutrition in the current roster of emergency programs that Africare is applying for or has received.	# of emergency needs assessments conducted using state of the art methodologies (by country)	Relevant section of the revised FSPCI which will track country programs’ access to the basic guidance and technical assistance needed to prepare emergency proposals from internal Africare resources as measured by the relevant section on the FSPCI program and nutrition staff FSPCI assessments
Action #3.11. Explore potential areas for collaboration with different donors.	# of donors with whom Africare is in active negotiation for new nutrition projects (by country)	
Action #3.12. Strengthen staff capacity to prepare emergency proposals in a timely manner.	-# of emergency proposal submitted (by country) -#of emergency proposal funded (by country)	

Source: Africare Sahel Workshop, The Sahel Strategy Nutrition and WASH Working Group Sessions. June 2012 and Annex III.

³⁶ Consider businesses such as: AREVA, SORAZ, AGA, Mining, as well as international food companies that have social funds.

Chapter Four

Objective 4:

Strengthen Africare’s existing commitment to gender by developing better systems for staff training, disaggregated M&E, and reporting

4.0. Context

The concept of gender has been central to Africare’s food security programs in the Sahel. Most crop and livestock production programs included a special set of activities that helped facilitate women’s access to land through collective fields and/or eroded land that had been rehabilitated. Other projects included activities that helped women rebuild and/or maintain their livestock herds and/or helped women develop Income Generating Activities (IGAs) and develop the basic accounting skills that they needed to manage small businesses. Even the first-generation Africare Title II programs included a strong subset of activities that advocated for women participating in village-level food security committee, and women’s participation in these groups was tracked using the FSCCI (Food Security Community Capacity Index).

To date, Africare has not documented these success stories. Staff reiterated that this is a missed opportunity given the rapidly growing number of donors and governments for whom gender is a top priority. Another consequence of Africare not having a formal gender strategy is that it has never developed the types of strategies and career paths that would help it recruit and promote talented women for both field and technical positions. The net result is that today, only two of the technical officers who attended the Sahel Strategy Workshop were women.

The fact that Africare has never developed any standard gender-training modules means that most country programs (CP) staff and country directors are not familiar with any standard tools for gender analysis, nor do they have the skills for insuring that these tools are used to develop programs.

The Africare Sahel strategy will strengthen these activities with a series of activities focused on the execution of 10 priority actions to achieve three sub-objectives (Table 4.1). Most activities and sub-activities can be funded through existing projects with small amounts of headquarters’ “top off” for consultant fees (Table 4.1).

Table 4.1. Strategic Objective 4: Sub-Objectives, Priority Actions, Sub-Actions, and Possible Funding Sources

Sub-Objective, Priority Actions, and Sub-Actions	Funding		
	CP	HQ	Other*
Sub-Objective 4.1. Develop the capacity of staff on gender to strengthen the design and implementation of programs.			
Action #4.1. Develop training modules on gender programming for all food security and agriculture programs and internships.	X		
Action #4.2. Identify practical training opportunities for all current and new staff in gender through seminars, short courses, and internships with institutions that have leadership capacity on gender.	X		
Action #4.3. Ensure that each project has a significant gender integration plan(GIP)that identifies specific activities to promote gender balance.	X		
Action #4.4. Design and fundraise for gender projects in urban environments.		X	X
Action #4.5. Develop an integrated approach for women in the resolution of crisis.		X	X
Action #4.6. Encourage leadership roles for women in Africare’s communities of intervention.	X		
Action #4.7. Develop a gender strategy for Africare’s Sahel Strategy that is based on the USAID, International Fund for Agricultural Development(IFAD), and other national government gender policies and track its use.			
<i>4.7.1. Identify a focal point for gender programming at Headquarters (HQ)³⁷ and in the Africare country programs and develop ways of working with them in the field.</i>	X		
<i>4.7.2. Identify a scope of work for the Gender Working Group.</i>	X		
<i>4.7.3. Develop Scopes of Work (SOWs) for gender strategy development with clear objectives, plans, and activities for gender programs.</i>	X		
<i>4.7.4. Identify a consultant to assist in the design of the gender strategy.</i>		X	
<i>4.7.5. Evaluate, adopt, and disseminate the gender strategy across Africare’s programs in the Sahel.</i>			
<i>4.7.6. Ask each country program where women are under-represented in technical and field positions to develop a brief marketing strategy that identifies the steps the country program will take to try to insure an appropriate pool of female candidates for any new positions being advertised.</i>	X		
Sub-Objective 4.2. Develop collaboration and partnership with centers of excellence, national community-based organizations (CBOs), and federations and organizations that work in the area of gender.			
Action #4.8. Identify key institutions with leadership capacities in gender programming, gender-friendly technologies for partnership, and learning alliances in gender. This will be at the national, regional, and international levels.	X		
Sub-Objective 4.3. Build staff capacity to design and execute standard gender-sensitive M&E and reporting that comply with a broad range of donor requirements.			
Action #4.9. Train staff in the design and tracking of gender indicators.	X		
Action #4.10. Train staff on the analysis and reporting on gender indicators.	X		

Source:Africare Sahel Workshop, The Gender Working Group Sessions. June 2012 and Annex IV.

*Other: Other outside donor.

4.1. Sub-Objective 4.1. Develop the capacity of staff on gender to strengthen the design and implementation of programs.

Observation: Given the critical importance of gender and the increased support of major bilateral and multilateral donors (like US Agency for International Development[USAID]) for gender, the working group recommended that Africare develop a more formal “gender strategy” for the Sahel that would define Africare’s goals for gender, the role of the working group, and

³⁷ This activity is initiated by headquarters in consultation with field staff.

Africare's expectations for monitoring and evaluation of the gender component of its programs. The same gender strategy would anticipate the need to recruit and/or designate someone as the official gender focal point in each of Africare's country programs and at Africare headquarters.

Without appropriate training and practical analyses of the questions that led to the inclusion of a gender strategy, many staff will not understand the purpose of the Africare Sahel Gender Strategy or any project-specific gender integration plans (GIPs) that are produced and, consequently, will not know how to execute the activities in ways that will facilitate gender equality. While the Africare country directors and headquarters staff may have a theoretical commitment to gender, they are often illinformed about the core concepts and have little or no knowledge of gender analysis tools or key donor and national government gender policies. Ideally, any future training program should include at least a one-day or half-day module on the most relevant gender issues for a given technical domain. Care must be taken to ensure that both male and female stakeholders receive the gender training.

This training will also help the Africare field staff identify new areas that are different from those that Africare has funded in the past, such as:

- Urban nutrition education and rehabilitation programs that target the disproportionate levels of malnutrition that have been observed among new women immigrants to Niger, Mali, and Burkina's northern cities; and
- Crisis mitigation programs that capitalize on the ongoing activities of the many women's groups that Africare developed under its earlier Title II funding in northern Mali and Niger.

Recommendations:

- **Action #4.1.***Develop training modules on gender programming for all food security and agriculture programs and internships.*
- **Action #4.2.***Identify practical training opportunities for all current and new staff in gender through seminars, short courses, and internships with institutions that have leadership capacity on gender.*
- **Action #4.3.***Ensure that each project has a significant gender integration plan (GIP) that identifies specific activities to promote gender balance.*
- **Action #4.4.***Design and fundraise for gender projects in urban environments.*
- **Action #4.5.***Develop an integrated approach for women in the resolution of crisis.*
- **Action #4.6.***Encourage leadership roles for women in Africare's communities of intervention.*

Action #4.7. *Develop a gender strategy for Africare's Sahel Strategy that is based on the USAID, International Fund for Agricultural Development (IFAD), and other national government gender policies and track its use.* **4.2. Sub-Objective 4.2. Develop collaboration and partnership with centers of excellence, national community-based organizations (CBOs), and federations and organizations that work in the area of gender.**

Observation: In the last 10 years, most African governments have adopted national gender policies.³⁸ In contrast to the previous generation of sector-specific policies, these national gender policies tend to be nationwide in scale and connected to a specific ministry. In most—but not all—Sahelian countries, this more favorable policy environment is causing a parallel surge in:

- The growth of women’s CBOs, civil society organizations (CSOs), and national NGOs that work on women’s issues; and
- Donor and government interest in funding technology and capacity building programs that target women’s CBOs, CSOs, and NGOs in the more stable countries and/or areas of these countries in the Sahel.

There are also a growing number of International Agricultural Research Centers (IARCs) and NGOs (Winrock, CEDPA, and others) who manage multi-country development grants that support these emerging women’s initiatives in the Sahel. To be competitive for any stand-alone gender funding in specific countries or the sub-region, Africare needs to have a solid base of contacts and partnerships with some of these national and international groups. For these partnerships to be real, staff needs to know if the donors have a gender policy and be able to articulate the partnership so that it meshes with these gender policies.

Recommendations:

- **Action # 4.8.** *Identify key institutions with leadership capacities in gender programming, gender-friendly technologies for partnership, and learning alliances in gender. This will be at the national, regional, and international levels.*

4.3. Sub-Objective 4.3. Build staff capacity to design and execute standard gender-sensitive M&E and reporting that comply with a broad range of donor requirements.

Observation: Africare is working with women and vulnerable groups like youth and the handicapped in all of its Sahel programs. Unfortunately most of Africare’s Indicator Performance Tracking Tables (IPTTs) track only the global impact of these activities on household vulnerability within the target area. This lack of tracking has several unintended consequences. First, it can mask many of Africare’s major gender accomplishments. Second, it can hide gender issues that Africare’s country programs could easily address if the problems were just known. Third, it can send a warning flag to potential donors, national NGOs, and government partners whose gender policies require them to conduct disaggregated tracking. Gender disaggregation is no longer the exception in humanitarian aid and development programs; it is the norm. Africare needs to build more disaggregated tracking and reporting into all of its existing and new programs and to ensure that staff are get appropriate training to both design, execute and report on the new disaggregated indicators.

³⁸ Burkina’s national gender policy—the *Politique Nationale du Genre*—was officially adopted in 2010. Mali’s national gender policy—the *Politique Nationale de l’Egalité Entre Homme et Femme*—was approved in 2008. Senegal’s national gender policy—the *Stratégie Nationale d’Equité et d’Egalité de Genre*—was adopted in 2005. Tchad’s national gender policy—the *Politique Nationale Genre*—was recently submitted to the Tchad House of Representatives and is expected to be approved in 2012. Niger’s national gender policy—the *Politique Nationale de Genre*—was approved in 2008.

Recommendations:

- **Action #4.9.** *Train staff in the design and tracking of gender indicators.*
- **Action#4.10.** *Train staff on the analysis and reporting on gender indicators.*

4.4. Suggested Indicators for Tracking Progress

Table 4.2. Sample Indicators for Tracking Progress toward the Achievement of the Three Sub-Objectives for Objective 4

Sub-Objectives and Actions	Proposed Monitoring Indicators	Proposed Impact Indicators for the Sub-Objective
Sub-Objective 4.1. Develop the capacity of staff on gender to strengthen the design and implementation of programs.		
Action #4.1. Develop training modules on gender programming for all food security and agriculture programs and internships.	# of training modules produced (for the Sahel)	Staff capacity for gender on the revised Food Security Program Capacity Index (FSPCI) # of stand-alone gender proposals submitted for funding (by CP)
Action #4.2. Identify practical training opportunities for all current and new staff in gender through seminars, short courses, and internships with institutions that have leadership capacity on gender.	# of staff who have participated in gender training (M-F) by type of training (by Country Program [CP])	
Action #4.3. Ensure that each project has a significant gender integration plan(GIP)that identifies specific activities to promote gender balance.	# of CPs with GIPs # of new proposals with GIPs (by CP)	
Action #4.4. Design and fundraise for gender projects in urban environments.	# of proposals developed (for the Sahel)	
Action #4.5. Develop an integrated approach for women in the resolution of crisis.	# of proposals developed (for the Sahel)	
Action #4.6. Encourage leadership roles for women in Africare’s communities of intervention.	# of new project proposals that outline a strategy for encouraging female leadership	
Action #4.7. Develop a gender strategy for Africare’s Sahel Strategy that is based on the USAID, International Fund for Agricultural Development (IFAD), and other national government gender policies and track its use.	Gender strategy produced	
Sub-Objective 4.2. Develop collaboration and partnership with centers of excellence, national community-based organizations (CBOs), and federations and organizations that work in the area of gender.		
Action #4.8. Identify key institutions with leadership capacities in gender programming, gender-friendly technologies for partnership, and learning alliances in gender. This will be at the national, regional, and international levels.	# of national, regional, and international institutions working on gender with whom the CP is in contact	# of national, regional, and international institutions with signed protocols/joint projects focusing on gender (by CP)
Sub-Objective 4.3. Build staff capacity to design and execute standard gender-sensitive M&E and reporting that comply with a broad range of donor requirements.		
Action #4.9. Train staff in the design and tracking of gender indicators.	# of staff trained (M-F*)	Staff M&E capacity in the Revised FSPCI
Action #4.10. Train staff on the analysis and reporting on gender indicators.	# of staff trained (M-F)	% of active projects and proposals where gender is a priority in tracking and reporting (by CP)

Source: Africare Sahel Workshop, The Gender Working Group Sessions. June 2012 and Annex IV.

*M-F: Disaggregated by sex

Chapter Five

Objective 5:

Improve Africare’s headquarters and regional-based support for existing and emerging initiatives in the Sahel

5.0. Context

If Africare is successful in executing the 48 priority actions under Objectives 1-4, it will create a more diversified portfolio of projects that support resilience in each of the five target countries—Burkina Faso, Mali, Niger, Senegal, and Tchad. For donors to be willing to fund these projects, however, they have to be convinced that Africare has the headquarters and regional technical and administrative capacity to backstop these projects. Although technical competence is important, most donors are even more concerned about non-governmental organization (NGO)’s capacity to:

- Identify and track the capacity of the local NGOs and government partners that they work with;
- Provide timely and accurate programmatic and financial reporting that complies with donor standards for audits;
- Ensure solid professional staffing of the key positions committed to in the grant with minimal turnover;
- Comply with the donors and host government’s Environmental and Social Assessment (ESA) standards in key areas like women’s issues and the environment;³⁹ and,
- Track project execution using standard indicators that comply with the donor’s guidance and data quality assessment (DQA) standards⁴⁰ for M&E (Monitoring and Evaluation).

If a donor has any negative past experiences or even a vague suspicion that a potential grantee is weak in one of these five critical areas, they will be hesitant about giving the grantee a large sum of money to manage and report on. In this situation, the donor’s only options would be to deny funding or award the grant as a sub-contract through another NGO with stronger management systems.

Unfortunately, Africare has lost capacity in all five of these critical back-up systems in the last five years. This decline coincided with the end of Africare’s third Title II capacity-building grant, which provided supplemental funding to support these core systems for over 15 years. Africare has realized that it must rebuild these core systems and is currently in the process of finalizing a new headquarters-based initiative to strengthen all of its support to field programs called the “Africare Field-First Policy.” One of the core functions of the Africare Sahel Strategy Workshop in Niger was to identify the most critical support issues for the Sahel that would be

³⁹ Most international donors today have a written (and posted) gender policy that requires each project that they fund to develop a gender integration plan (GIP) and a written (and posted) environmental policy that requires each project to have an environmental management plan (EMP) that complies with international standards, that particular donor’s policies, and the national government policies in these areas.

⁴⁰ A data quality assessment (DQA) is a systematic review of performance data to help insure that USAID is aware of the strengths and weaknesses of the data (per the USAID data quality standards) and the extent to which the data integrity can be trusted in decision-making. USAID is now requiring projects to have a USAID-sponsored DQA on all performance data submitted to AID/W (USAID/Washington) at least every three years. Many missions require DQAs on all performance data, and the DQAs are subject to audit.

compatible with this new pan-Africare policy. These critical issues are identified as five sub-objectives of Objective 5 (Table 5.1).

Table 5.1.Strategic Objective 5: Sub-Objectives, Priority Actions, and Sub-Actions

Sub-Objective 5.1.Develop a strategy for Africare’s future engagement with national NGOs.
Action #5.1. Ask each working group (Objectives 1-4) to conduct a country-by-country diagnostic for the key NGO partners they might be likely to partner with on future grants.
Action #5.2. Assess the baseline capacity of potential NGO partners and track the impact of Africare-sponsored activities to improve this capacity.
Sub-Objective 5.2. Adapt Africare’s financial systems to the management of cooperative agreements and other types of field projects.
Action #5.3. Accelerate the “roll out” of the new financial management system to the Sahel field offices.
Action #5.4. Utilize audits to improve the management systems of Africare.
Action #5.5. Develop pamphlets and a PowerPoint presentation on the new financial system that country directors can use to explain it to Africare’s current and potential partners.
Sub-Objective 5.3. Strengthen Africare’s capacity to recruit and retain qualified staff.
Action #5.6. Stabilize turnover in the top Africare positions in the Sahel field offices.
Action #5.7. Develop better systems for individualized staff development.
Sub-Objective 5.4.Strengthen Africare’s capacity to supervise Environmental and Social Assessment (ESA) compliance.
Action #5.8. Develop a regional plan for providing appropriate technical assistance for environmental compliance in the Sahel.
Action #5.9. Facilitate staff training on environmental compliance through the pre-existing regional and national network of classic and on-line training programs.
Sub-Objective 5.5. Strengthen Africare’s leadership in M&E and reporting on resilience in the Sahel.
Action #5.10. Create a regional M&E Working Group for the Sahel.
Action #5.11. Facilitate the M&E Working Group in conducting a thorough review of the M&E systems for the five different Sahel country programs.
Action #5.12. Facilitate applied research that can contribute to the revision of key indicators.
Action #5.13. Insure that staff has access to the most critical M&E guidancefor the donors-funded programs that they currently manage or plan to develop.
Action #5.14. Facilitate M&E training for Africare and partner staff, and identify good tools for measuring the effectiveness of training programs.
Action #5.15. Develop and track the quality of data management systems and the requirements of the new USAID DQA requirements for Managing for Results (MFR).
<i>5.15.1. Develop a guide for an internal audit that every CP can use to guide its internal DQA audit.</i>
<i>5.15.2. Discuss lessons learned from this internal audit at Sahel sub-group meeting at the forthcoming M&E workshop (August 2012) and develop a plan of action for improving the systems.</i>
<i>5.15.3. Prepare a “restitution” (write up) as well as a list of documents and (if relevant) training modules that were presented at the USAID workshop held in Burkina in February 2012 as basis for planning for the next Africare M&E workshop.</i>

Source: Annex V and The Sahel Strategy Development Workshop, Management and M&E Sessions, June 2012.

5.1. Sub-Objective 5.1.Develop a strategy for Africare’s future engagement with national NGOs.

Observation: One direct impact of 35 years of foreign donor investment through international NGOs has been to stimulate the development of a large network of national NGOs in each of the five countries being targeted by this strategy. In recognition of this fact, more and more donors—

including US Agency for International Development (USAID)⁴¹—are recommending that international NGOs like Africare partner with national NGOs on major grants. While some of these NGOs are very good, others are not. Africare needs to be proactive in identifying the national NGO partners with whom it wants to work and to pilot test these new relationships on small grants before scaling up.

Recommendations:

- **Action #5.1.***Ask each working group(Objectives 1-4) to conduct a country-by-country diagnostic for the key NGO partners they might be likely to partner with on future grants.*
- **Action #5.2.***Assess the baseline capacity of potential NGO partners and track the impact of Africare-sponsored activities to improve this capacity.*

5.2. Sub-Objective 5.2.Adapt Africare’s financial systems to the management of cooperative agreements and the other types of field projects.

Observations: Africare’s outdated financial systems are poorly adapted to the internet and to the types of “real-time” financial reporting that many donors now require. These same outdated financial systems have made it difficult for the Africare field staff to provide the USAID regional and national offices the financial reports that USAID/Washington requires by the deadlines set by the agency and the U.S. Congress. These delays have cast very long and negative shadows on Africare’s Sahel programs. Africare is currently in the process of pilot testing a new more-flexible modern financial system in Mozambique. Given the critical importance of this new system to the strategy, it is imperative to accelerate the system roll out in the Sahel and to anticipate the types of field-based training that will be needed to make it operational. Given Africare’s past problems (which are well known), it is important to publicize the new system and its potential impact on Africare’s core operating systems.

Recommendations:

- **Action #5.3.***Accelerate the “roll out” of the new financial management system to the Sahel field offices.*
- **Action #5.4.***Utilize audits to improve the management systems of Africa.*
- **Action #5.5.***Develop pamphlets and a PowerPoint presentation on the new financial system that the country directors can use to explain it to Africare’s current and potential partners.*

5.3. Sub-Objective 5.3. Strengthen Africare’s capacity to recruit and retain qualified staff.

Observation: Africare’s country programs have had high levels of turnover in the project coordinator position and/or country director positions in three of the five Sahel countries. In each of the three cases, USAID and the Africare country staff perceived this high turnover as having a negative impact on Africare’s current and/or most recent Title II program in that country. All

⁴¹ One of the seven key areas of USAID forward is "Implementation and Procurement Reform," which encourages contracting with and providing grants to more and varied localpartners, and creating truepartnerships to create the conditions where aid is no longer necessary in the countries where the Agency works. See [USAID forward \(http://forward.usaid.gov/\)](http://forward.usaid.gov/).

five Sahel country programs have had extensive turnover in the senior positions that were responsible for supervising field activities. One source of this problem has been the fact that most field positions were dependent on a single grant source. This in turn made the positions appear to be unstable. Therefore, it is not surprising that many staff were uncommitted to their posts.

One output of the new Sahel Strategy should be to help Africare develop a more diversified portfolio of projects, which can co-fund some of the key posts. For this to occur and/or for donors to have confidence that it will occur, Africare needs to start strengthening its core systems for staff recruitment, training, and continuous education.

Recommendations:

- **Action #5.6.** *Stabilize turnover in the top Africare positions in the Sahel Field offices.* Consider developing strong Scopes of Work (SOWs) for any forthcoming international positions and working through the Sahel regional director and chief agronomist to insure that the profile in the SOW and the top candidate chosen for the position are suitable. Until suitable candidates are available for the position of country director in challenging countries like those in the Sahel, consider using an experienced staff member like the Sahel regional director (who covers all five countries) rather than a temporary replacement (no matter his/her qualifications) who must be trained up.
- **Action #5.7.** *Develop better systems for individualized staff development.* Africare needs to encourage country directors to: (a) work with individual staffers to identify ways that they can build their professional capacity in conjunction with the Sahel Strategy-sponsored activities under Objectives 1-4; and (b) identify motivational incentives for staff that acknowledge their work in hard conditions.

5.4. Sub-Objective 5.4. Strengthen Africare’s capacity to supervise Environmental and Social Assessment (ESA) compliance.

Observation: Worldwide, every major donor has written standards for ESA compliance—especially in the fields of gender, environment, and involuntary resettlement. Two of these—gender and environment—are very familiar to Africare. Africare’s ESA issues with regard to gender are addressed under Objective 4. Currently there is no structured headquarters or regional-based structure in place or envisioned for overseeing the issue of environmental compliance. In the past this was a function that was backstopped by the Africare Food Security office with support from the Title II Institutional Support Assistance (ISA) and Institutional Capacity Building (ICB). These same grants helped Africare develop a smaller, “user-friendly” training module on environmental compliance in French and in English that was—and continues to be—used by all of the Title II NGOs. Some of the staff trained with these materials and through a series of workshops that Africare helped organize on behalf of the Food Aid Management (FAM) consortium is still with Africare. Some of these same staffers, and many new ones, have had other types of environmental training. For Africare to be compliant on its current projects and to ensure appropriate environmental back-up in the future, Africare needs to task its chief agronomist on the environmental team with developing a model for supervising environmental review and tracking for the Sahel.

Recommendations:

- **Action #5.8.***Develop a regional plan for providing appropriate technical assistance for environmental compliance in the Sahel.*
- **Action #5.9.***Facilitate staff training on environmental compliance through the pre-existing regional and national network of classic and on-line training programs.*

5.5. Sub-Objective 5.5. Strengthen Africare’s leadership in M&E and reporting on resilience in the Sahel.

Observation: Africare has long been recognized for its strong Title II M&E systems. Africare was one of the first NGOs to require all of its programs use three to four “core” non-required indicators in key areas as a tool for facilitating the comparative analysis of Africare’s Title II food security programs, particularly those in the Sahel. Africare was also one of the first US NGOs to conduct applied research to test the validity of various key internal and external indicators for project tracking.⁴² Each of these indicators, which are well known to the Africare staff, needs to be revised to fit the new resilience paradigm.

- FSCCI:⁴³ Although the 2005 guidance cited the Food Security Community Capacity Index (FSCCI) as an example of best practice, staff recommended: (a) revising the indicator to make it less subjective, which makes it difficult to make comparisons between years; (b) revising the indicators to make it possible to measure local ownership; and (c) reviewing if and how the information is being used to inform project management decisions.
- MAHFP:⁴⁴ Gruebels (2011: Annex D) describes “vulnerability” as a deficit concept, one that refers to the inability of people to void, cope with, or recover from the harmful impacts of hazards that disrupt their lives and are beyond their immediate control. Africare’s traditional model for targeting focused on the use of the Months of Adequate Household Food Provisioning (MAHFP) indicator to identify vulnerable groups based on their food consumption levels. It is a concept that was well adjusted to food security programming, which could artificially increase the amount of food flowing into the system by providing some very necessary short-term food assistance. The same food assistance had the unintended effect of sometimes blurring the impact—or lack of impact—of other project activities in raising the MAHFP. In the most recent revision of the MAHFP, Africare identified a set of complementary analyses that staff could use to study the coping mechanisms of the households in different vulnerability groups.

⁴²See Africare’s [Food Security Review Paper Series](http://www.africare.org/our-work/tech/ASFR-intro.php) (AFSR); <http://www.africare.org/our-work/tech/ASFR-intro.php>.

⁴³See [AFSR No. 2: “Guidance: How to Measure the Food Security Community Capacity Index \(FSCCI\)”](http://www.africare.org/our-work/tech/Food_Security_AFSR%20papers/Updated%20Paper%20July%202008/AFSRNo2.pdf) (13 pp., 210 KB, PDF) Africare, 2007 (http://www.africare.org/our-work/tech/Food_Security_AFSR%20papers/Updated%20Paper%20July%202008/AFSRNo2.pdf).

⁴⁴ See [AFSR No. 1: Guidance: How to Measure the Number of Months of Adequate Household Food Provisioning \(MAHFP\) Based on Participatory Rural Appraisals in Food Security Interventions”](http://www.africare.org/our-work/tech/Food_Security_AFSR%20papers/Updated%20Paper%20July%202008/AFSRNo1.pdf) (13 pp., 210 KB, PDF) Africare 2007 (http://www.africare.org/our-work/tech/Food_Security_AFSR%20papers/Updated%20Paper%20July%202008/AFSRNo1.pdf)

- FSPCI:⁴⁵ In 2002, Africare started using the Food Security Program Capacity Index (FSPCI) to track the core capacities for Africare country programs that had won large Title II food security programs. Although the most recent update of the indicator was made three years ago, it needs to be updated again to track the various capacities being developed under the Sahel Strategy.

If Africare is successful in developing a more diversified donor base, the M&E specialists in each country program will need to become familiar with the expectations of the new donors and insure that staff stay abreast of current trends in⁴⁶ donor guidance and recommendations. Staff must also consider what, if any, new indicators might be needed to measure:

- Simple, chronic, and acute malnutrition in both a development and emergency context;
- Women and vulnerable groups' participation in and benefits from different categories of initiatives; and
- The capacity of the national NGOs that Africare is likely to be working with in the future.

An essential first step to this type of participatory review and revision will be to create an empowered regional M&E working group for the Sahel to re-create the types of regional M&E working groups that Africare supported until five years ago.

Recommendations:

- **Action #5.10.** *Create a regional M&E Working Group for the Sahel.* The specific sub-activities include:
 - Developing a SOW for the M&E Working Group that defines the membership and identifies the responsibility of the co-chairs (one from Africare Headquarters [HQ] and one from a Sahel field program); and
 - Insuring regular meetings among the team members (via Skype) and speedy follow-up to any meeting notes, questions, or requests for support generated by the working group.
- **Action #5.11.** *Facilitate the M&E Working Group in conducting a thorough review of the M&E systems for the five different Sahel country programs, including:*
 - The preliminary list of monitoring and impact indicators identified for the Sahel Strategy; and
 - The current guidance for the three key Africare impact indicators (the FSCCI, MAHFP, and FSPCI).
- **Action #5.12.** *Facilitate applied research that can contribute to the revision of key indicators.* Whenever possible, facilitate university-based professors and graduate students conducting applied research that will test the validity of the indicators for measuring different aspects of resilience.
- **Action #5.13.** *Insure that staff has access to the most critical M&E guidance for the donors-funded programs that they currently manage or plan to develop.*

⁴⁵ See [AFSR No. 3: “Draft Guidance: How to Measure the Food Security Program Capacity Index \(FSPCI\)”](http://www.africare.org/our-work/tech/Food_Security_AFSR%20papers/Updated%20Paper%20July%202008/AFSRNo3.pdf) (28 pp., 208 KB, PDF) Africare 2007 (http://www.africare.org/our-work/tech/Food_Security_AFSR%20papers/Updated%20Paper%20July%202008/AFSRNo3.pdf)

⁴⁶ A useful starting point would be to consider using the most recent version of the Institutional Development Framework (IDF) indicator that MSI developed for USAID to use in assessing national NGO capacity. See [MSI's IDF](http://www.msiworldwide.com/project/msi-toolkit-improves-institutional-capacity/) (<http://www.msiworldwide.com/project/msi-toolkit-improves-institutional-capacity/>).

- **Action #5.14.** *Facilitate M&E training for Africare and partner staff, and identify good tools for measuring the effectiveness of training programs.*
- **Action #5.15.** *Develop and track the quality of data management systems and the requirements of the new USAID DQA requirements for Managing for Results (MFR).*
 - 5.15.1. Develop a guide for an internal audit that every country program (CP) can use to guide its internal DQA audit.
 - 5.15.2. Discuss lessons learned from this internal audit at Sahel sub-group meeting at the forthcoming M&E workshop (August 2012) and develop a plan of action for improving the systems.
 - 5.15.3. Prepare a “restitution” (write up) as well as a list of documents and (if relevant) training modules that were presented at the USAID workshop held in Burkina in February 2012 as basis for planning for the next Africare M&E workshop.

Table 5.2. Suggested Indicators for Tracking Progress toward the Execution of the Five Sub-Objectives of Objective 5

Sub-Objectives and Priority Actions	Suggested Monitoring Indicators	Suggested Impact Indicators
Sub-Objective 5.1. Develop a strategy for Africare’s future engagement with national NGOs.		
Action #5.1. Ask each working group (Objectives 1-4) to conduct a country-by-country diagnostic for the key NGO partners they might be likely to partner with on future grants.	# of country programs (CPs) with a written national NGO diagnostic	-Strategy written -National NGO tool adopted by Africare programs
Action #5.2. Assess the baseline capacity of potential NGO partners and track the impact of Africare-sponsored activities to improve this capacity.	# of national NGO self-assessment tools tested	
Sub-Objective 5.2. Adapt Africare’s financial systems to the management of cooperative agreements and the other types of field projects.		
Action #5.3. Accelerate the “roll out” of the new financial management system to the Sahel field offices.	# of CPs that are up and running in the new system	# of CPs considered with on-time financial reporting for a full calendar year
Action #5.4. Utilize audits to improve the management systems of Africare.	# of CPs that are actively monitoring recommendations from previous audits to improve their financial systems	
Action #5.5. Develop pamphlets and a PowerPoint presentation on the new financial system that country directors can use to explain it to Africare’s current and potential partners.	-Pamphlet developed -PowerPoint developed	
Sub-Objective 5.3. Strengthen Africare’s capacity to recruit and retain qualified staff.		
Action #5.6. Stabilize turnover in the top Africare positions in the Sahel field offices.	# of CPs that are considered to have stable CP and project coordinator leadership	Staff Capacity Index for the relevant sections of the revised FSPCI
Action #5.7. Develop better systems for individualized staff development.	# of CPs that have developed systems for establishing individualized staff development plans	
Sub-Objective 5.4. Strengthen Africare’s capacity to supervise Environmental and Social Assessment (ESA) compliance.		
Action #5.8. Develop a regional plan for providing appropriate technical assistance for environmental compliance in the Sahel.	# of regional plans developed	Staff capacity in the relevant sections of the revised FSPCI

Sub-Objectives and Priority Actions	Suggested Monitoring Indicators	Suggested Impact Indicators
Action #5.9. Facilitate staff training on environmental compliance through the pre-existing regional and national network of classic and on-line training programs.	# of CPs with at least one staff member trained in environmental compliance	
Sub-Objective 5.5. Strengthen Africare’s leadership in M&E and reporting on resilience in the Sahel.		
Action #5.10. Create a regional M&E Working Group for the Sahel.	M&E Working Group functional	Staff capacity in the relevant sections of the revised FSPCI
Action #5.11. Facilitate the M&E Working Group in conducting a thorough review of the M&E systems for the five different Sahel country programs.	Review conducted	
Action #5.12. Facilitate applied research that can contribute to the revision of key indicators.	# of comparative research studies executed or in process	
Action #5.13. Insure that staff has access to the most critical M&E guidance for the donors-funded programs that they currently manage or plan to develop.	# of countries that have at least two staff members trained in the M&E guidance for every donor in their CP portfolio	
Action #5.14. Facilitate M&E training for Africare and partner staff, and identify good tools for measuring the effectiveness of training programs.	# of trainings attended by staff (by country)	
Action #5.15. Develop and track the quality of data management systems and the requirements of the new USAID DQA requirements for MFR (Managing for Results).	# of audits conducted (by country)	

Source: Annex V and The Sahel Strategy Development Workshop, Management and M&E Sessions, June 2012.