

**Africare Office of Food for Development
FY08 Title II ICB Workshop Proceedings**

**“Good Tools...and How to Use Them (Part III)”
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Acronyms and Abbreviations

AFSR	Africare Food Security Review paper series
BF	Burkina Faso
CRIB	Critical Resource Information Brief
CSR2	Cooperating Sponsors Results Reports
CS	Cooperating Sponsor
DAP	Development Assistance Program
DD	Direct Distribution
Dehy	Deyhydrated Potato Flakes
FANSHA	Food and Nutrition Security HIV and AIDS Advocacy
FANTA	Food and Nutrition Technical Assistance Project
FDCCI	Food Distribution Country Capacity Index
FFP	Food for Peace, USAID Bureau for Democracy, Conflict and Humanitarian Assistance
FFW	Food for Work
FNS	Food and Nutrition Security
FSCCI	Food Security Community Capacity Index
FSPCI	Food Security Program Capacity Index
FY	Fiscal Year
HBC	Home-Based Care
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
Hearth	Community Based Approach to Malnutrition Rehabilitation
ICB	Institutional Capacity Building
IPTT	Indicator Performance Tracking Table
IR	Intermediate Result
ISA	Institutional Support Assistance
LOA	Life of Activity
MAHFP	Months of Adequate Household Food Provisioning
M&E	Monitoring and Evaluation
MYAP	Multi-Year Assistance Program
OFFD	Office of Food for Development (Africare/Headquarters)
PD/Hearth	Community Based Approach to Malnutrition Rehabilitation
PEPFAR	President's Emergency Plan for AIDS Relief
PLWHA	People Living with HIV/AIDS
PRA	Participatory Rural Appraisal
SO	Strategic Objective
USD	United State Dollar
USG	United States Government
WFP	World Food Programme

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1.0. Introduction

1.1. The Africare ICB Grant

This proceedings overview summarizes the presentations, delivered outputs, and priority actions identified at the Africare 2008 food security workshop “Good Tools...and How to Use Them (Part III).” The workshop was held over a three day period from March 31 – April 2, 2008 at the Eskom Conference Center outside Johannesburg, South Africa.¹ The conference, “Good Tools...and How to Use Them (Part III),” was the third in a series of workshops focused on building Africare’s capacity in connection with three strategic objectives (SOs) and eleven intermediate results (IRs) targeted under the USAID ICB grant (FY2004-2008) (see Table 1.1).

1.2. Africare ICB Workshops (2004-2008)

The first ICB-sponsored tools workshop—“Good Tools...and How to Use Them (Part I)”—(held in French in Burkina Faso from July 5-9, 2004 and in English in Mozambique from April 26-30, 2004) focused on the revision of basic tools developed under the ISA (FY1999-2003). Particular emphasis was placed on the Food Security Community Capacity Index (FSCCI), the Months of Adequate Household Food Provisioning (MAHFP) qualitative analysis, the Food Security Program Capacity Index (FSPCI), and identifying some of the key deliverables to be developed under SO3 of the ICB that focused on food programming.

The 2007 ICB-sponsored tools workshop—“Good Tools...and How to Use Them (Part II)”—which was held in French and English simultaneously in Niamey, Niger (September 3-10, 2007) focused on consolidating and incorporating program responses to the guidance papers on the FSCCI, MAHFP qualitative analysis, and the FSPCI that were developed in the 2004 tools workshop (listed above) and on finalizing each of the guidance papers. This workshop also:

- Included a series of case studies showing how the MAHFP and FSCCI tools could be used to identify and track project impact on risk,
- Described some of the pilot initiatives being developed in Rwanda and Burkina Faso to use food aid to improve the living standard and reduce household vulnerability of households affected by HIV/AIDS, and
- Outlined key issues to be addressed in five finance and management training modules that Africare committed to under the ICB.

The 2008 tools workshop, “Good Tools...and How to Use Them (Part III),” held in South Africa (March 31–April 2, 2008) focused on development of some of the few remaining outstanding ICB deliverables (e.g., the finance and management training modules), consolidation of existing ICB tools, and preparation of a number of new tools (e.g., short bibliographies of critical resources for field staff, a quantitative guidance for the MAHFP,

¹ A second Africare workshop “Food Resources Workshop: Monetization, Food for Work and Direct Distribution,” was held immediately following the first from April 3rd and 4th in the same location.

and training modules on early warning and response systems) that were requested by field staff.

1.3. Relationship of Workshops to Africare ICB Working Groups

The themes, presentations, and outputs of all three Africare food security workshops focused on tools (2004, 2007, and 2008) were connected to the activities of three working groups that were developed and supported under the ICB.

- Monitoring and Evaluation (M&E) and Reporting Working Group
- Health, Nutrition, and HIV/AIDS Working Group
- Finance and Management Working Group

Table 1.2 outlines the evolution of specific activities and outputs of the three working groups from 2004 through 2008.

1.4. Organization of Sections and Annexes

The proceedings volume is composed of two main parts, this overview text (Sections 1.0-5.0) and the workshop files (programs, participants list, outputs of workings groups, and individual presentations—Annexes 1-5).

- Section 2.0 is the summary of the plenary session on the context of the ICB grant and USAID's Title II strategic plan.
- Sections 3.0 through 5.0 summarize the background, delivered outputs, and priority actions for the remainder of the grant of the Health, Nutrition, and HIV/AIDS Working Group; the Monitoring and Evaluation Working Group; and the Management and Finance Working Group, respectively.
- Annex 1 provides the workshop program, working group work plans, and the list of participants and working group members.
- Annex 2 provides the files of the two presentations of the plenary session.
- Annexes 3 through 5 provide the presentation files (PowerPoint converted to PDF and Word) and outputs for the Health, Nutrition, and HIV/AIDS Working Group; the Monitoring and Evaluation and Reporting Working Group; and the Management and Finance Working Group, respectively.

Given the large size of the proceedings, the text, presentations, and tools will be burned to a cd that will be distributed via mail to all participants and that will be available upon request.

The proceedings was prepared by three members of the three working groups involved in the workshop—Della E. McMillan (M&E),² Jacki Johnson³ (Finance and

² Della E. McMillan is a consultant based in Gainesville, Florida who has worked extensively with Africare on design and execution of its Title II programs over the last 10 years.

³ Jacki Johnson is an Africare Food for Development manager with six years of administrative experience at Africare, including two years as Administrative Officer in Liberia. She is co-chair of the Finance and Administrative Working Group (with Harold Tarver).

Administration), and Stacey Maslowsky⁴ (Health, Nutrition and HIV/AIDS). Leah A.J. Cohen⁵ was responsible for final editing and formatting of the overview and annexes.

Table 1.1. Strategic Objectives and Intermediate Results of the Africare ICB Grant (FY2004-2008)

SO/IR	Text of the SO and IR
SO1	Title II field level impact increased by developing better methodologies for enhancing local capacity to identify and reduce food insecurity in vulnerable groups, including HIV/AIDS affected households
IR 1.1	Common indicators for community self-assessment of food insecurity strengthened (MAHFP)
IR 1.2	Common indicators for community self-assessment of local capacity strengthened to reduce food insecurity and vulnerability
IR 1.3	Innovative models for using Food for Work and high protein, nutrient-dense products to address food insecurity and improve the quality of life of people living with HIV/AIDS pilot tested in Title II programs and shared with other Cooperating Sponsors
SO2	Program impact and efficiency increased by better systems for enhancing and measuring Title II staff capacity
IR 2.1	Technical and management ability of mid-sized Title II PVOs to design and implement effective Title II programs increased by better systems for monitoring staff capacity through the use of the FSPCI
IR 2.2	Technical and management ability of mid-sized Title II PVOs to design and implement effective Title II programs increased by the development of better systems for tracking employee expertise and capacity
IR 2.3	Technical and management capacity of mid-sized Title II CSs to design and implement effective Title II programs increased by the development of standard systems for training staff on writing meaningful, informative reports and proposals.
IR 2.4	Technical and management ability of mid-sized Title II NGOs to design and implement effective Title II programs increased by developing a series of training modules on Title II financial reporting
IR 2.5	Innovative models for developing national Africare staff career tracks and capacity pilot tested
SO3	Evidence base for more effective policy and program approaches improved by developing criteria for determining when direct distribution or Food for Work is appropriate, identifying state of the art models for monetization, and the refinement of an index for measuring capacity for managing food resources
IR 3.1	Criteria for determining when it is appropriate to use direct distribution or Food for Work in Title II programming developed and shared with Title II CSs
IR 3.2	Innovative methodologies for identifying the development impacts of different monetization mechanisms developed and shared with Title II CSs
IR 3.3	Technical and management ability of mid-sized Title II CSs to manage food resources increased by better systems for monitoring staff capacity through the use of the FDCCI

⁴ Stacey Maslowsky is starting her third year as an Africare Food for Development manager where she co-chairs the Health, Nutrition, and HIV/AIDS Working Group with Dr. Sidibé (Africare Title II program coordinator in Rwanda).

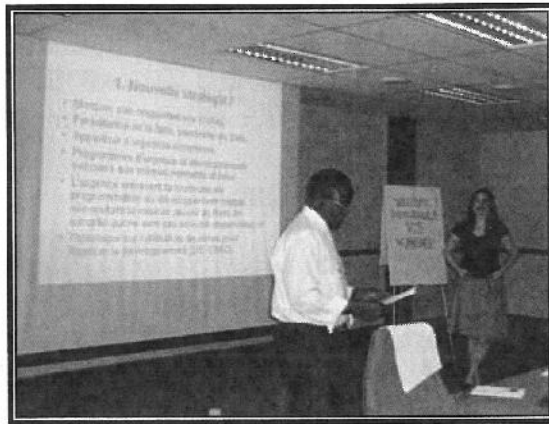
⁵ Leah A. J. Cohen is an independent editor based in Gainesville, Florida. She has worked extensively on Africare and non-Africare food security projects over the past four years and serves as editor of the Africare Food Security Review series (<http://www.africare.org/news/tech/ASFR-intro.php>).

Table 1.2. Evolution of Activities and Deliverables of Health, Nutrition, and HIV/AIDS Working Group, M&E and Reporting Working Group, and Finance and Management Working Group in ICB-Sponsored Africare Food Security Workshops ('04-'08)

Working Group(s)	Burkina Faso and Mozambique Workshops (2004)	Niger Workshop (2007)	South Africa Workshop (2008) (Annex Number/Title)
Health, Nutrition, and HIV/AIDS	No specific outputs (plenary sessions on major Title II tools) and country programs with HIV/AIDS programming	--Plans for Title II programming in the context of HIV/AIDS (BF, Rwanda) --Basics of Vita Cow/Goat technology --Presentation of draft AFSR paper on success story guidance	3.1. Food and Nutrition Security(FNS) in context of HIV/AIDS 3.2. Communities of Practice: An initiative in Malawi integrating FNS and HIV/AIDS 3.3. CRIB #1: FANTA Core Indicator for Nutrition Education and Counseling of PLHIV and for Determining Impact of Food Assistance on PLWHA 3.4. CRIB #2: Use of FANTA Food Assistance Programming in the Context of HIV/AIDS Guide 3.5. CRIB #3: FANTA Identification of Proxy Indicators for PLWHA and their HH 3.6. Food by Prescription and Food Assistance: Complementary Food Programming in HIV/AIDS 3.7. Nutrition and HIV Training Module 3.8.-3.10. US Potato Board and Use of Dehydrated Potato Flakes
HNH/A and M&E Collaboration	None	Joint review of various AFSR technical papers dealing with the use of the MAHFP and FSCCI to track project impact on health programs	4.1.1. Case Studies: MAHFP and FSCCI to Track Vulnerability (In HIV/AIDS Programming) 4.1.2. Case Studies: MAHFP and FSCCI to Track Vulnerability (For Project Targeting and Graduation of Project Villages) 4.2. MAHFP Quantitative Guidance (outline) 4.3. FSPCI: Lessons Learned and Action Plan (analysis) 4.4. Early Warning System/Emergency Response (case studies of two models) 4.5. Country Program M&E Tool Action Plans
M&E (and Reporting)	Harmonization and consolidation of revised FSCCI, MAHFP (qualitative), FSPCI	--Presentations of draft AFSR case studies of country experiences using the revised guidance --Additional revision (English and French) of draft guidance (FSCCI, MAHFP, FSPCI) in AFSR series --Review of draft model of Africare food security technical paper series (AFSR) as model for presenting tools	5.1-5.5 Preparation and review of draft modules
Finance and Management	No specific activities	Detailed outline of 5 training modules in response to field program demand	

2.0. Plenary Session: Relationship of the ICB Grant to Office of Food for Peace Strategic Plan for 2006-2010

The central focus of the morning plenary session was a keynote by I. Konda (Title II program coordinator in Chad, Africare) that examined the implications of the USAID/FFP Strategic Plan (FY2006-10) for Title II Program Design and Execution (see Annex 2.2 of this overview). This keynote address was preceded by a presentation by H. Tarver (director, Office of Food for Development, Africare) on the link between the USAID/FFP strategic plan, the ICB grant, and the workshop.



Issa Konda presenting at plenary session at Africare food security workshop in South Africa.

Photo credit: D. McMillan.

3.0. Health, Nutrition, and HIV/AIDS Working Group Sessions

3.1. Background

An evaluation of the Rwanda Title II program, which took place in Rwanda in August 2007 by S. Maslowsky (Africare Food for Development manager) and S Sidibé (Africare Title II program coordinator in Rwanda) revealed the need for improved methods of tracking the impacts that direct distribution commodities have had on people living with HIV/AIDS (PLWHA). In addition, it revealed the need to make a concerted effort to provide nutritional assessment and counseling tailored specifically to PLWHA, while including local health workers at the community and district level in this effort to ensure sustainability and community ownership.

Considering the findings of the Rwanda program review and that the Niger workshop revealed that Rwanda, Burkina Faso, and Malawi had direct distribution programs for PLWHA (along with complementary activities including home-based care [HBC], modified PD/Hearth, and agricultural activities), the main objective of this working group at the South Africa workshop was to focus solely on food and nutrition security programming in the context of HIV/AIDS. The workshop was expected to develop new tools and models for better integrating food security and nutrition through an “HIV/AIDS lens.”

The working group’s capacity to execute this activity was considerably enhanced by:

- The increased communication that took place between the Rwanda and Burkina Faso programs as a result of exchanging lessons learned and best practices during the Niger workshop and
- The dissemination of the new FANTA guidance, “Food Assistance Programming in the context of HIV” that was published in September 2007 and distributed to Africare Title II field offices in November 2007.

During the workshop the need for set of technical information briefs was addressed by the creation of the AFSR Critical Resource Information Briefs (CRIBs). Part of the work of the Health, Nutrition, and HIV/AIDS Working Group has focused on creating the concept for the first three CRIBs (outlined in 3.2.3, 3.2.4, and 3.2.5 below).

3.2. Delivered Outputs

3.2.1. Food and Nutrition Security Programming (FNS) in the Context of HIV/AIDS

Using information from the FANTA guide, as well as from a recent presentation given by Tony Castleman (HIV/AIDS advisor at FANTA in Washington DC) S. Maslowsky created and presented a PowerPoint to serve as a “101” to food and nutrition security in the context of HIV/AIDS (Annex 3.1).

3.2.2. Communities of Practice

Africare joined the Communities of Practice initiative in Malawi in August of 2007. Africare recently gave 10,000 USD from its ICB grant to this initiative. The HIV/AIDS program manager from Africare Malawi, G. Kamba, gave a presentation on this initiative—which is one of a three pronged initiative promoting integrated HIV and FNS program programming in order to save lives and livelihoods (Annex 3.2). The other two components are the Africa Forum 2009, which will be an inter-country sharing forum in order to strengthen programmatic efforts and the Food and Nutrition Security HIV and AIDS Advocacy (FANSHA) program.

3.2.3. Draft of AFSR Critical Resource Information Brief (CRIB) #1: FANTA Core Indicators for Nutrition Education and Counseling of PLHIV and for Determining Impact of Food Assistance on PLWHA

As mentioned in the introduction above, and in the ICB final evaluation report, the lack of nutritional impact indicators of PLWHA who receive direct food distribution needed to be addressed. Therefore, two members of the working group facilitated a discussion of a sheet of indicators given to Africare by Tony Castleman that will now serve as a valuable resource for Africare Title II programs integrating HIV/AIDS into their programming (Annex 3.3).

3.2.4. Proposed AFSR CRIB #2: Use of FANTA Guide on Food Assistance Programming in the Context of HIV/AIDS

This comprehensive FANTA guide comprised of 13 chapters will be summarized by the members of this working group. Since the guide is dense, the group decided that if each chapter were summarized in one to two pages it would make navigating the guide much easier for Africare staff and staff of other Cooperating Sponsors. This exercise will also serves as a way of exposing the programming members of Africare staff to this important guide. During the workshop the task of overseeing development of the draft of this CRIB

was assigned to Dr. Kahi, Africare Title II project coordinator in Uganda and the timeline was set for completion of the CRIB by June 1, 2008 (Annex 3.3).

3.2.5. Draft of AFSR CRIB #3: FANTA Identification of Proxy Indicators for PLWHA and their HHs

This resource brief was noted as a need in the ICB final evaluation report and the FANTA guide on identifying proxy indicators was used as a reference while creating the draft outline for a Critical Resource Information Brief (CRIB) during the workshop (Annex 3.5).

3.2.6. Food by Prescription and Food Assistance: Complementary Food Programming in HIV/AIDS

Cade Field Gardner, a specialist in HIV/AIDS and nutrition, gave a presentation on the basics of nutrition and HIV, as well as a brief explanation of the Food by Prescription Plan (Annex 3.6). She was in South Africa for the US Potato Board and this presentation fit into her schedule and complimented the information presented on HIV/AIDS and nutrition in the M&E and Reporting and Health/Nutrition/HIV/AIDS working groups.

3.2.7. Nutrition and HIV Training Module

In addition to the presentation on food by prescription (Section 3.2.6), C. Fields-Gardner provided a PowerPoint training module on the basics of nutrition and HIV, which will assist Africare staff with learning the important connection between these two fields and strengthening their understanding and comprehension (Annex 3.7).

3.2.8.-3.2.10. US Potato Board and Use of Dehydrated Potato Flakes

On the last day of the workshop, T. Kuwahara (international marketing manager) from the US Potato Board and C. Fields-Gardner organized two sessions on an introduction to dehydrated potato flakes (commonly referred to as dehy) that are available for food assistance programming (Annexes 3.8 through 3.10). Their benefits, features, and nutritional value were discussed, as well as potential uses in food assistance programs. The project coordinator from Burkina Faso (I. Diallo) gave a PowerPoint presentation describing their experience with this particular commodity and its success (Annex 3.8). This was followed by an exercise during which participants were able to create recipes and cook using dehy products.

3.3. Priority Actions

During the final six months of the grant, the group hopes to finalize the five deliverables (3.1-3.5) that were developed to varying degrees during the workshop and develop two final papers from the PowerPoint presentation that were presented at a joint session with the M&E and Reporting Working Group (4.1.1.a and 4.1.1.b).

4.0. **Monitoring and Evaluation (M&E) and Reporting Working Group Sessions**

4.1. Background

Africare's previous ICB workshops focused on revision of the basic guidance for the three principal M&E tools (FSCCI, MAHFP, and FSPCI) based on the results of applied research that were published in the AFSR series. The South Africa workshop focused on exploring ways that these tools could be used to better target vulnerable groups, as well as developing a quantitative guidance for the MAHFP that would be compatible with Africare's existing qualitative guidance for the MAHFP, and examining new models for early warning and response systems.

4.2. Delivered Outputs

4.2.1. *Use of MAHFP and FSCCI to Track Vulnerability*

The first set of presentations focused on use of the MAHFP and FSCCI to identify vulnerable groups and monitor the impact of programming on vulnerable groups (Annex 4.1).

4.2.1.1. Use of the MAHFP and FSCCI to track vulnerability in the context of HIV/AIDS programming. Two presentations (which were jointly organized and coordinated with the Health, Nutrition, and HIV/AIDS Working Group focused on use of the MAHFP and FSCCI to track vulnerability in the context of food programming in connection with food programs that target PLWHA (people living with HIV/AIDS). Although these presentations focused on the special challenges of PLWHA, the general principles could be used in collaboration with all types of Title II programming (Annexes 4.1.1.a and 4.1.1.b of this overview).

4.2.1.2. Use of the MAHFP and FSCCI to identify categories of beneficiary groups and to graduate households and villages between categories of project support. A third presentation focused on lessons learned from Africare/Chad's use of the MAHFP and FSCCI to (Annex 4.1.2):

- Identify the level of capacity and needs of project target groups in relation to three packages of project interventions (start-up, basic, advanced) and the post-project package of maintenance activities in which the project maintains the types of light project interventions that they need to sustain project impacts over time and
- Determine the criteria of graduation from one level to another.



Data used for qualitative MAHFP are often collected as part of survey packets used to interview mothers of children less than 24 months of age, as was done in Burkina Faso. Photo credit: I. Konda

4.2.2. MAHFP Quantitative Guidance

A second critical priority of the M&E and Reporting Working Group was to develop an internal Africare guidance for measurement of the MAHFP using quantitative methods that comply with the new FANTA guidance for measuring the MAHFP indicator that is required of all Title II food security programs. This Africare guidance is intended to complement the existing Africare guidance for the MAHFP focused on a qualitative method of calculation. While the Africare MAHFP qualitative guidance is very useful for internal tracking (with host populations) of the needs of vulnerable groups, it does not comply with the new FANTA requirements. Two principal outputs came from this sub-group's activities.

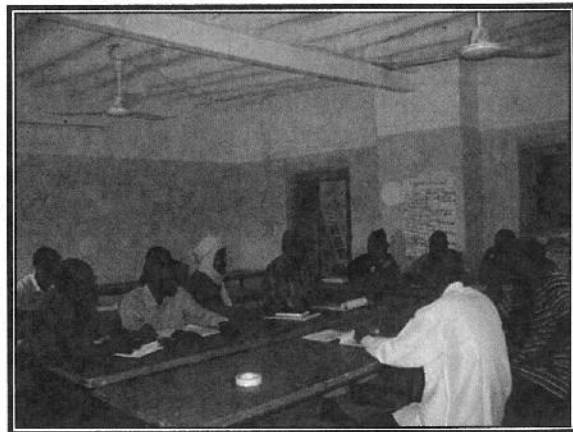
- *Policy decision about the MAHFP indicator in the IPTT:* The first output was the group's policy decision that the official indicator to be reported in the IPTT of projects should NOT include food assistance, but that there should be a separate set of questions and a method for calculating the food garnered through these food assistance sources (e.g., FFW and direct distribution).
- *Standardized guidance:* A second major output of the sub-group's activities was an outline for a standardized Africare guidance for a quantitative method of measuring the MAHFP. The team presented an outline that is compatible with and complies with the FANTA guidance for the MAHFP (Annex 4.2). The outline includes key issues (e.g., sampling guidelines, field methods, questionnaires, software to facilitate analysis) that the FANTA guidance does not address. The sub-group expects to complete the draft guidance for review by other members of the M&E and Reporting Working Group in April 2008.

4.2.3. FSPCI: Lessons Learned

Despite major discussions of the FSPCI during the Niger workshop, the sub-group focused on this topic (led by A.M. N'Game) found that the FSPCI is still not used by many programs and that Africare still lacks a clear process for responding to the results of the tool (Annex 4.3). The general conclusion of the sub-working group was that if the OFFD had given the same level of attention to this tool that it did to the FSCCI and the MAHFP, it would have been more widely adopted and commented on. Therefore, the team recommends that Africare attempt to conduct a review of its program using the FSPCI and that this activity be linked to the needs assessment activities associated with the design of the new ICB grant.

4.2.4. Early Warning System/ Emergency Response (EWS/ER or SCAP/RU)

A fourth sub-group of the M&E and Reporting Working Group focused on



Project technical staff filling in FSPCI in Goundam, Mali.
Photo credit: Goumar Aboubacrine

developing a set of presentations on the early results of two Africare programs that have introduced early warning and response systems (*Systemes Communitaires d'Alerte Precoce et Responses d'Urgence* or SCAP/RU in French). Both presentations provided a method that programs can use to develop similar systems in their countries and lessons learned from their pilot experience. Both systems used similar methods to develop the EWS/ER that were compatible with the cultural specificities of the populations and government structures with whom they collaborate.

4.2.4.1. The Africare Niger system of SCAP/RU (EWS/ER). The Niger SCAP/RU grew out of a pilot initiative that CARE facilitated under the previous Title II funded food security consortium in Niger (Annex 4.4.1). The Africare system adapted this initial system to the cultural specificities of its program in Agadez under the previous Title II program and is in the process of continuing the system in Agadez and its new area of intervention in Tillabéri. The program is now in its sixth year of operation. The presentation outlined a model for creation of similar systems, as well as for helping local populations and government partners reach consensus (with the project) on key concepts and strategies.

4.2.4.2. The Africare Burkina Faso system of SCAP/RU (EWS/ER). In contrast to the Niger project, which emphasizes the distribution of food (in response to identified needs), the Burkinabe system of SCAP/RU emphasizes development and management of a cash-based savings and loans emergency response system (Annex 4.4.2). This project is now in its first year of operation and will eventually be incorporated into the wider national system that also includes more traditional food responses. The presentation outlined the steps that the Burkina program followed for creation of this early warning and response system and its proposed model for tracking impact of the system on participating households.

4.2.5. M&E Tool Action Plan

A fourth sub-group of the M&E and Reporting Working Group was tasked with developing a method for country programs to create a one year M&E Tool Action Plan. This pilot method was developed into a draft guidance (Annex 4.5) during the workshop. The pilot method was executed during the workshop by specific country programs (Appendices 5.a through 5.j of Annex 4.5). The draft guidance includes two phases. The first phase focuses on staff understanding of:

- Appendix 1 (in Annex 4.5): An inventory of existing Africare published papers and tools and draft resources being developed;
- Appendix 2 (in Annex 4.5): An inventory of existing M&E modules including those developed in the current workshop that can be used to train staff in the use of particular tools and food security basics;
- Appendix 3 (in Annex 4.5). An inventory of other Africare CS (Title II Cooperating Sponsor) and FANTA resources that can be used to build program capacity in key areas; and
- Appendix 4 (in Annex 4.5): A matrix that cross references the materials in Appendices 1-3 and the “Big Six” tools (FSCCI, MAHFP, FSPCI, Food

programming for HIV/AIDS groups, Early Warning Systems and Emergency Response, and Food Security Basics) being targeted by the HNH/A and M&E and Reporting working groups.

The second phase focuses on individual Title II programs using the appendices (1-4) to develop a draft M&E Tool Action Plan for the use of specific ICB tools, individually and in collaboration with potential or actual consortia partners. Each country-specific plan includes a time line for execution of specific training, research, and reporting activities (Appendices 5.a through 5.j in Annex 4.5).

4.3. Priority Actions

During the final six months of the grant, the group will focus on completing and (when relevant) translating key AFSR technical and guidance papers and training modules that country programs indicated they need to execute their M&E Tool Action Plans.

5.0. Finance and Management Working Group

5.1. Background

Using the training module outlines and learning module format developed at the FY07 workshop in Niamey, Niger, and referencing a number of existing manuals, official guidance, and other resources, the Finance and Management sub working groups developed five PowerPoint-based, self-paced training modules. Participants found that many of the instructions and templates for completing the usual financial management tasks required by Africare in general and those specific to Title II already exist in some form. It is hoped that the training modules will specifically reference existing tools and resources, and guide staff to those materials in an easy to access format, instead of expecting time-limited staff to search for the appropriate instructions within existing, often dense, and sometimes outdated reference materials.

5.2. Delivered Outputs

At the end of the three days each of the modules that were drafted were presented to the entire working group in draft form and comments were made to guide revisions to be made immediately following the workshop. Priority was given to developing comprehensive drafts of each module, with supplementary text and interactive exercises to be developed at a later date. Several of the modules may need to be further broken down into smaller modules since some of the topics could be standalone modules (or sub-modules). The working group collectively decided that the initial revisions would be completed by May 1, 2008, with further review and comment by the group until May 15, 2008.

This section summarizes the objectives and anticipated results of each of the five training modules that are currently under development. The May 2008 drafts of the modules are

included in Annex 5 of this report and are anticipated to be completed by June 1, 2008 before release to a wider, internal Africare audience.

5.2.1. Module 1: Common Problems that Emerge during the Preparation and Reporting of the LOA Budget

The subtopics concerning life of activity (LOA) budget preparation, tracking, and reporting, as identified in Niamey were maintained in this training module, along with addition of two subtopics under reporting: approved budget versus actual budget and communication with finance department. The budget preparation section gives a general overview of preparing budgets. Of particular importance to most managers is the detailed discussion of the common omissions and/or over-estimation of certain line-items, with reference to the Budget Checklist in the Africare Finance Manual. The exchange rate discussion gives details on ways to prepare for, and mitigate against, losses due to exchange rates during the project design and through general project management, such as developing relationships with banks for preferred rates. Effort is spent on explaining proper consideration of multi-level budgeting, projection, and expenditure (use by project, country and HQ offices of the same line items) throughout the budget preparation, tracking, and reporting phases, since this is critical for rational allocation and utilization of project funds.

5.2.2. Module 2: Common Problems that Emerge during the Preparation of the Results Report and PREP

Accurate and timely reporting is not only a contractual obligation that must be fulfilled in order to receive necessary resources in a timely manner, but also helps Africare share important information about its programs, and instills confidence from Africare's donors. As such, this module focuses on the sections that are most commonly done erroneously of the only two required reports for Title II programs, the annual Cooperating Sponsor Results Report (CSR2) and the Pipeline Resource Estimate Proposals (PREP). These sections include the Expenditures Report, the Monetization Results section, the Commodity Pipeline, and the PVO Summary Sheet. This module does not intend to replace USAID/FFP guidelines, but aims to assist field staff in locating and organizing the information needed for completion of these sections of the Results Report and the PREP, being familiar with FFP guidelines, and having better knowledge to improve their reporting skills on Title II programs.

Each report section is explained in-depth, and detailed "where to find these figures" information is given line-by-line or cell-by-cell as appropriate. When this draft is completed, this module will be helpful to managers in establishing systems for requesting, receiving, tracking, and maintaining all the financial and commodity information needed over the course of the fiscal year to accurately complete their reports.

5.2.3. *Module 3: Options for Optimizing Local Currency Generated by Monetization Proceeds*

In light of increased competition among PVOs for the limited supply of Title II resources and general need to secure and maintain donor confidence in Africare's project management (especially our excellence in monetization) this module highlights critical factors in conducting market surveys that can affect monetization proceeds, create awareness of different monetization sales methods, provide an overview of basic methods of tracking monetization proceeds, and provides a brief discussion on the principles of appropriate use and handling of monetization proceeds.

The training module uses an easy to follow "Why? How? When?" approach to discussing each sub-topic. The need to monitor and efficiently manage exchange rate variations is highlighted by a case study of a program in Sierra Leone. Frequently overlooked ways of protecting and maximizing the value of resources entrusted to Africare, whether in commodity or currency form, are outlined in the lessons learned section.

5.2.4. *Module 4: Basics of Effective Communication of Title II Program Results*

When completed, this module will essentially be an update of Africare's "user friendly guidance" to writing Results Reports presented in a more interactive format, with the inclusion of guidance to program offices reporting as sub-grantees to other Cooperating Sponsors. In addition to describing how to present project performance in the annual Results Report, this module will also give guidance on how to establish and maintain a project bibliography in hard and soft copy, as well as an overview of the general timelines for submission and review of assorted performance reports and evaluations.

5.2.5. *Module 5: How to Track Training and its Impact on Food Security Programs*

In anticipation of using these training modules throughout Africare, including by staff in non-Title II countries as applicable, there needs to be a simple system to distribute the modules and track their use. Therefore, this module describes how the modules listed above (when completed) will be distributed, how to access the modules, what information is needed about users and why, and how to give information and feedback to OFFD. In addition to keeping track of who is using the modules for internal purposes and for reporting to FFP, it is anticipated that comments and feedback will help improve the modules.

5.3. Priority Actions

The team anticipates having a draft of each module by the end of May 2008. Once the Africare financial office has reviewed the modules they will be pilot tested in the programs (Table 5.1).

Table 5.1. Evolution of Activities Related to Development and Roll-Out of Africare ICB Management and Finance Modules

Activity	2007						2008						2009					
1. Outline module content																		
2. Draft production																		
3. Revision and finalization																		
4. Review by Africare/Washington																		
5. Initial pilot test—2 countries/module																		
6. Incorporation of suggested revisions																		
7. Roll out of 1 st generation modules																		
8. Development of country plans for training staff																		
9. Monitoring of Annual Country Training Plans and collection of feedback for future module revisions																		
10. Tracking impact of modules on management effectiveness and efficiency through the FSPCI																		



