

FOOD AID COMMODITY MANAGEMENT WORKSHOP

**Quarterly and Final Program Report
April 3 – August 31, 2009**

**Funding provided by the U.S. Agency for International Development
Office of Food For Peace**

CA# AFP-A-00-09-00017-00

September 30, 2009

This report was prepared with funds provided by the U.S. Agency for International Development under Award Number: **AFP-A-00-09-00017-00** for the *Food Aid Commodity Management Workshop*. The opinions expressed herein are those of the author(s) and do not necessarily reflect the views of the U.S. Agency for International Development.

TABLE OF CONTENTS

I. INTRODUCTION	1
II. RESEARCH AND PLANNING	1
A. PURPOSE	1
B. STEERING COMMITTEE AND STAKEHOLDER RESEARCH.....	2
C. PRESENTER SELECTION.....	3
D. PARTICIPANT SELECTION.....	4
E. WORKSHOP LOCATION, VENUE AND LOGISTICS	5
III. CURRICULUM DEVELOPMENT	7
A. TOPIC SELECTION AND REFINEMENT	7
B. CREATION OF MATERIALS AND COMPLEMENTARY ACTIVITIES	8
IV. THE FOOD AID COMMODITY MANAGEMENT WORKSHOP	9
V. EVALUATIONS	11
A. PRE- AND POST-TEST RESULTS	11
B. PARTICIPANT EVALUATIONS.....	12
VI. LESSONS LEARNED	18
A. DURATION OF WORKSHOP	18
B. LANGUAGE	18
C. ARRIVAL OF SPEAKERS AND STAFF	18
D. WORKSHOP LOCATION AND VENUE.....	18
E. TRAVEL AND LOGISTICS	18
VII. RECOMMENDATIONS	19
A. LESSONS LEARNED	19
B. CONTENT FOR FUTURE WORKSHOPS	21

APPENDICES

Appendix 1	Initial Proposed Modules and Speakers
Appendix 2	List of Key Informants
Appendix 3	Sample Participant Application
Appendix 4	List of Applicants and Summary of Applicant Pool
Appendix 5	Detailed List of Learning Objectives
Appendix 6	Detailed Module Outlines
Appendix 7	Workshop Agenda
Appendix 8	Pre/Post-test 1
Appendix 9	Pre/Post-test 1 Results Summary Table
Appendix 10	Pre/Post-test 2
Appendix 11	Pre/Post-test Results Summary Table
Appendix 12	Pre/Post-test 3
Appendix 13	Pre/Post-test 3 Results Summary Table

Appendix 14 FFP Questions and Answers
Appendix 15a Compilation of Participant Evaluations—Narrative Questions
Appendix 15b Compilation of Participant Evaluations—Individual Module Ratings
Appendix 16 Participant Evaluations

I. INTRODUCTION

Each year, the USAID Food For Peace (FFP) office oversees the implementation of new food aid programs, sometimes by experienced Private Voluntary Organizations (PVOs) and sometimes by new ones. Changes in awardees and/or staff typically are accompanied by a concomitant loss of institutional “memory”, knowledge regarding FFP rules and regulations, and real-world experience on how to implement food aid programs in difficult or conflict regions. These knowledge gaps or losses often result in incorrect understandings of and compliance with FFP processes and procedures. Therefore, FFP engaged the Capable Partners Program (CAP) Team to conduct a small pilot workshop on Food Aid Commodity Management, whose primary aim was to strengthen the commodity management capacity and skill sets of FFP awardees and their partners.

Believing that “learning through doing” increases the retention level of material, the CAP Team designed a pilot Food Aid Commodity Management workshop for a small number of participants, with exercises and presentations grounded in real-world scenarios. To better understand FFP’s rules and regulations as applied to their programs, workshop participants also were able to interact directly with FFP officers from both headquarters and regional offices.

The Food Aid Commodity Management Workshop (Workshop) proved to be an important opportunity for participants to network with others in the field as well as to share their own experiences and lessons learned with colleagues from around the world. It is hoped that the bonds and networks which formed during the four-day workshop will continue and become an enduring support system for the participants.

The sections below describe the research and planning for the workshop, the development of content, the selection of speakers and participants, the workshop agenda and modules, changes in attendees’ knowledge as a result of participation in the workshop, lessons learned and recommendations for future workshops.

II. RESEARCH AND PLANNING

A. Purpose

The purpose of the Workshop was to bolster participants’ understanding of the general tenets of USAID/DCHA/FFP commodity management and enhance their ability to ensure food aid commodities successfully reach their targeted beneficiaries. The workshop’s learning objectives were designed so that on completing the Workshop, participants could access knowledge and materials to implement the best practices in food aid commodity management; and develop a short presentation on commodity management to train home-country program staff as well as local partners.

A detailed discussion of the execution and results of the Workshop follow.

B. Steering Committee and Stakeholder Research

In consultation with the USAID FFP office, the CAP Team defined the workshop's goals and objectives, considered appropriate content and identified technical experts and presenters. At a "kick off" meeting April 15, 2009 at FFP Washington (FFP/W) headquarters, the CAP Team presented a preliminary list of content modules, solicited input from FFP staff on priority topics to be covered; developed selection criteria for prospective participants; obtained recommendations about potential speakers and others who could help prepare the workshop and identified a smaller advisory or steering committee to act as a sounding board on all aspects of the workshop. See *Appendix 1* for the initial draft of proposed workshop modules and potential presenters.

As a result of the "kick off" meeting, the following nine people were selected to serve on the core steering committee:

1. Marie Florence Cadet - *FFP/Haiti*
2. Patrick Diskin - *Regional FFP Officer (Southern Africa)*
3. Lori Du Trieuille - *West Africa/ LAC*
4. David Hay Smith - *POD Team Leader (East Africa)*
5. Juli Majernik - *AOTR*
6. Sylvia Moore – *POD Team Leader (Operations)*
7. Allison Osterman - *FFP Officer*
8. Amy Sink - *FFP Officer/Central & Southern Africa*
9. Tony Steiner - *Office of Acquisitions Assistance/Transportation Division*

In parallel, the CAP team interviewed key stakeholders and other experts in the field to identify significant knowledge gaps in commodity management in current FFP programs; identify potential experts and presenters and gather information about prospective participants who would serve as key informants.

CAP's food aid commodity specialist Lauren Barbour tapped her extensive knowledge and contacts within the field of food aid management to suggest key informants as did Steering Committee members. Those interviewed included NGO personnel with commodity management oversight duties at their headquarters and in the field, freight forwarders, USDA personnel and others stakeholders. The pool of interviewees was drawn from:

- USAID/DCHA/FFP, Washington, DC office (FFP/W)
- Regional FFP Offices: Asia, Africa, Latin America
- USAID/Program Operations Division
- USAID/Transport and Logistics
- USDA/Commodity losses and claims
- USDA/Procurement/Kansas City: Bagged and bulk commodities
- PVO HQ Commodity Managers at: World Vision, Catholic Relief Services, CARE and other PVOs

On a rolling basis, information gathered from key informant interviews was shared with Steering Committee members and their feedback solicited via e-mail and telephone. See *Appendix 2* for the list of individuals who provided input during the key informant phase.

During a conference call on June 18, the Steering Committee discussed information from the key informant interviews and considered whether and how to incorporate the findings into the workshop agenda and learning modules. As a result of the conference call, some modules were modified. The modifications were then shared with the speakers to ensure that their content continued to align with the directives of the Steering Committee.

At a meeting at the FFP/W office on July 22, the CAP Team presented its penultimate draft of the Workshop content to Steering Committee members for their review and approval. Committee members slated to serve as Workshop presenters clarified the details and content of their sessions and discussed how their respective session related to the agenda as a whole.

The processes of module and content development, as well as participant and location selection will be addressed in subsequent sections, below.

C. Presenter Selection

Based on key informant interviews, recommendations from colleagues and in collaboration with FFP staff, the Cap Team identified a roster of expert presenters representing different agencies and PVOs involved in the field of food aid commodity management and distribution, then matched them with an appropriate module. In addition, the CAP Team worked to ensure that the final list of presenters included men and women, as well as non-Americans.

By design, there were two expert/presenters assigned to every five workshop attendees. This ratio facilitated focused technical assistance and encouraged a greater depth of networking or ‘bonding’ by both attendees and experts, giving the CAP Team the flexibility to address specific issues or needs of the group as they arose.

Technical experts included (1) technical specialist; (1) facilitator; (1) regional FFP officer; (1) senior NGO Commodity Manger; (1) commodity specialist, with expertise on commodity shelf life and storage; (1) grants manager; and (1) specialist with expertise on transportation, port operations and customs clearance.

The core list of invited presenters included:

- 1) Gene Belcher, USDA/KCCO
- 2) Patrick Diskin, USAID/FFP
- 3) Barry Elkin, ACDI/VOCA
- 4) Harlan Hale, USAID/OFDA
- 5) David Hay Smith, USAID/FFP
- 6) Juli Majernik, USAID/FFP
- 7) Sylvia Moore, USAID/FFP
- 8) Magalie Rigaud, CRS
- 9) John Solomon, CARE
- 10) Tony Steiner, USAID/OAA

Anticipating that some of the presenters named above might not be available, CAP also developed a list of alternates. In an extreme case, the day prior to his departure, Barry Elkin had to bow out to resolve pressing issues related to ACDI/VOCA's implementation of its Rwanda food aid program. Informed of this news while at the airport en route to Zambia, CAP's staff immediately solicited input from Mr. Elkin and FFP staff about who could fill in on such short notice. Criteria included subject matter expertise and proximity to Zambia. Finally, Timothy Kalugye, a Uganda participant and Logistics Coordinator agreed. Then, in collaboration with Mr. Elkin in Washington and Ms. Barbour on site, Mr. Kalugye tailored the existing workshop presentation to incorporate his own professional experience. According to the evaluations, his session proved to be one of the "most valuable and useful" for the other participants.

D. Participant Selection

Because the Workshop was designed to give "hands-on" skills to those managers responsible for distributing commodities under their agreements with FFP, it was crucial that field-level implementers attend. Consequently, project directors, NGO country representatives or leaders were not invited unless they were also the individuals directly responsible for managing the commodities at some point in the supply chain

To facilitate the selection process, CAP prepared an "Expression of Interest" form (application) which was disseminated through the Food Aid Consultative Group (FACG) listserv to implementing PVOs and also shared with FFP Program Officers. The application asked candidates to describe their role in food aid commodity management, where and for how long they have worked in the field and what topics would be of particular interest in a workshop. See *Appendix 3* for a sample blank application form.

Since this Workshop was a pilot, it was decided to limit it to twenty (20) participants. Sixty-eight (68) completed applications were submitted directly to the CAP Team to process and qualify before presenting them to the Steering Committee for review and selection.

Because the workshop was intended and designed for on-the-ground, field-level implementers, the most important criterion was that the applicant *be directly involved* with food aid commodity management. Other evaluation criteria included:

- Direct involvement with commodity management;
- Project was ongoing for at least one (1) year after the workshop;
- English language abilities—even though the Workshop was to be conducted in English, fluency was not required. It was decided early in the design phase not to use translators; however, it was expected that all participants would have basic proficiency in reading, writing and speaking English;
- Geographic location;
- Length of time working in the field;
- Diversity of positions in the field;
- Quality of program (i.e., was a program running smoothly? Could attendance by a program staff member help get a program back on track?)

Application of Criteria

To ensure applicants represented the breadth and depth of individuals currently implementing food aid programs, FFP and the CAP Team assessed applicants based on their individual job responsibilities and personal experience, as well as the overall composition of the group. Applicants were also assessed on geographic location and project duration. For example, although there were ten (10) applicants from Ethiopia, some of the programs being implemented were about to end; other applications were staff of sub-contractors or consortium partners. It was decided to select participants from prime organizations.

With final guidance from the AOTR, invitations were sent to twenty (20) of the most appropriate applicants. Nineteen of the 20 original invitees responded and attended the workshop. One individual resigned from his job one month prior to the workshop. Therefore, a replacement from the same organization was identified and then approved by USAID/DCHA/FFP/W.

The 20 participants who attended the Workshop ranged from those in their first year of food aid commodity management to individuals with more than a decade of experience. The jobs of the attendees spanned the spectrum: managing warehouses, preparing pipelines and ordering the initial stocks of commodities, managing finances and those responsible for receiving the commodities at the port. Attendees came primarily from Africa and Latin America, despite efforts to recruit participants from Asia and the Middle East. Applicants from these two regions were working on soon-to-end projects or SYAPs, or the applicant was not directly involved with food aid commodity management.

See Section VII (Recommendations) for a more complete discussion of this topic. See *Appendix 4* for the list of the applicants and the 20 participants. Please note the following points regarding the spreadsheet file: tab one is a synopsis of the applicant pool; tab two lists the selected applicants; tab three lists the non-selected applicants; tab four lists the late submissions.

E. Workshop Location, Venue and Logistics

The CAP Team managed all the travel and logistical arrangements for the workshop. FFP/W and the CAP Team addressed the issue of where to hold the workshop at their first working meeting. It was agreed that the workshop would be in a country where: 1) FFP MYAPs or SYAPs were being implemented, and 2) CAP has a project, so that field staff could assist with the planning.

Given these parameters, the potential countries included: Ethiopia, Djibouti, Mozambique, Zambia, and Kenya. For various reasons, including distance and ease of travel, cost monetization program or not, ease of site visits, and caliber of facilities, it was decided to hold the workshop in Lusaka, Zambia.

Specifically, Lusaka is a short and relatively inexpensive flight from both Nairobi, Kenya, and Johannesburg, South Africa—two airline “hubs” that would make it easier to route participants to/from the workshop. CAP has a very strong field team in Lusaka able to assist the CAP Workshop Team select and arrange for the workshop venue. Finally, the World Food Program has a warehouse there and was amenable to allowing the Workshop participants, presenters and staff to visit.

Venue

Working with the CAP-Zambia field staff, different conference venues were proposed ranging from downtown Lusaka to a lodge about 45- kilometers from the capitol city. After weighing the various pros and cons, it was decided to hold the Workshop at Chaminuka Lodge, a self-contained venue located on the outskirts of Lusaka. Because of the venue’s distance from downtown, it was felt that participants would not be “tempted” to forego attendance at the workshop sessions in order to shop or sightsee. Additionally, in the self-contained location, all meals could be taken together, thereby further encouraging networking and bonding among all the participants. CAP wanted to facilitate the building of relationships outside the cliques which would form based on language (i.e., French, English, or Spanish speakers), geography or job title.

Chaminuka staff were very professional and always at the disposal of staff, participants and presenters. Participant reactions to the venue were mixed. Many indicated they liked that Chaminuka was self-contained and so were obliged to overcome any shyness and form stronger bonds with the other participants. Some participants professed their dislike of being so far from the city center. Conversations with FFP/W indicated that the workshop location was more than satisfactory in terms of ensuring daily participation by all, and that individuals were not distracted and tempted to skip sessions.

Logistics

Once the list of participants and presenters was finalized, the CAP Team began working to arrange airline transportation. It was decided during the proposal and budgeting phase, that participants would obtain visas for the host-country themselves. However, if additional visas were required because of transit and routing requirements, CAP would facilitate and pay for them. This was necessary in only two instances, for Borys Fernando Chinchilla Avalos and Luis Javier Laparra Salguero, both traveling from Honduras and whom required South African visas as they had to overnight in Johannesburg en route to the workshop. The CAP Team also managed the arrangements for non-USG presenters. As noted above, the only non-USG presenter, Barry Elkin dropped out at the last minute. The CAP Team ensured that all prices fell within USG allotted limits for lodging and M&IE.

The CAP Team assisted participants in obtaining Zambian entry visas, despite the pre-condition that participant acceptance of the invitation to attend the Workshop meant obtaining their own visas. There were also a few travel difficulties for both participants and presenters alike that were not a result of errors on CAP’s part, but rather due to the vagaries of current air travel. Below are some of the travel challenges encountered and overcome:

- West African countries are not part of the E. African consortium, therefore travelers *must* obtain Zambian visas prior to arrival in Lusaka;
- Participants from Mauritania, Mali, and Niger had to submit passport scans to the Zambian Immigration Authorities;
- Specific cases:
 - Mr. Tomy Aidara Alioune – his flight departed from Mauritania before the scan of his Zambia visa was sent to him;
 - Mr. Tarhonde Koupeur – charged for a Zambian work visa as no documentation could be found at the Zambia Immigration Authority.
- Lost/misplaced luggage:
 - Luggage of 3 attendees did not arrive with them on their flights;
 - Attendees 1 and 2 recovered their baggage prior to their return;
 - Attendee 3 recovered her luggage two weeks after her return;
- Flight delays resulted in two attendees missing their connecting flights and being forced to overnight in various airports en route because they could not obtain transit visas for those countries.

Despite these logistical problems, the workshop ran very smoothly and the participants, for the most part, took these travel delays in stride.

III. CURRICULUM DEVELOPMENT

A. Topic Selection and Refinement

The development of the curriculum and content for the Workshop was an iterative process, requiring close collaboration between the FFP Steering Committee, the CAP Team and various subject matter experts. Suggestions and findings regarding knowledge gaps gathered by Lauren Barbour in interviews with key informants, stakeholders and technical experts helped the CAP Team refine the learning objectives, module topics and their content. Feedback was then solicited from the Steering Committee and selected presenters via e-mail and telephone conversations. In collaboration with the Steering Committee, the CAP Team continued to revise and refine the materials until final working versions were created and approved. See *Appendix 5* for detailed list of learning objectives.

Methodology

Key informants were presented with a draft workshop agenda and asked for general thoughts on the proposed content. Additionally, subjects were asked for their feedback regarding specific modules and what they felt were the most and least important topics to cover in a workshop on commodity management. Key informants were also asked about their experience in the field of commodity management. Lastly, key informants were asked to describe relevant trainings hosted by their organizations or others, pass along effective materials or activities used in those trainings and share case studies illustrating major commodity management points. Following the general questions and in subsequent conversations, the subjects were asked more detailed questions about their area of expertise and suggestions for further contacts.

Key experts or stakeholders, selected based on their areas of expertise, were asked for reactions, comments and input in order to further refine and define the topics and the sub-topics within each session, as well as to help ensure that the learning objectives for each module were appropriate.

The following list of finalized module topics is the result of feedback from key informants and direct input from the FFP Steering Committee:

- *Module 1:* Overview of Food For Peace and the FFP Program Cycle
- *Module 2:* Commodities Available Through FFP
- *Module 3:* Transportation Planning, Logistics and Budgets
- *Module 4:* Pipeline Management, AER Preparation and Ordering Commodities
- *Module 5:* Contracting Transporters
- *Module 6:* Receiving Commodities
- *Module 7:* Storage of Commodities and Warehousing Basics
- *Module 8:* Commodity Loss Prevention and Mitigation (Marine and Internal)
- *Module 9:* Commodity Quality
- *Module 10:* Reporting—QWICR

Next, the CAP Team provided each presenter with a description of his or her respective session and its learning objectives. They were then asked to develop a presentation and illustrative handouts and, as appropriate, design a complementary activity.

From the outset, the workshop was designed to promote active learning, with the intention that participants would share their experiences and lessons learned with other workshop attendees. Speakers complemented lectures with a range of ways to engage participants in discovering, processing, and applying the information and techniques presented. These included reviewing case studies, working collaboratively in small groups, and a warehouse site visit.

Small group work during the conference included the following activities as complements to the main module topics:

- *Module 3:* Budgeting and Logistics Planning Scenario (aka: Alpha Numeria)
- *Module 4:* AER preparation exercise
- *Module 5:* Inland Transport Top 5 Match game
- *Module 6:* Questions: Test your knowledge of surveys
- *Module 7:* Warehouse Site Visit Wrap-Up
- *Module 8:* DCMR Case Studies and Discussion
- *Module 10:* Hands-on QWICR demonstration

B. Creation of Materials and Complementary Activities

The Workshop's materials and complementary activities buttressed a curriculum designed to refresh and reinforce food aid commodity managers' ability to properly implement food aid programs in compliance with FFP rules and regulations. This

curriculum purposely included sessions about proper reporting, how to prevent or mitigate losses and damages to the food commodities being distributed and how to determine the quality of a received commodity. Although individual participants may not be involved with every aspect of food aid management covered during the workshop, they nonetheless benefited from a greater holistic understanding of the process, in particular how their job and responsibilities fit into the larger picture. The curriculum developed by the CAP Team can be easily tailored for future workshops based on specific interests expressed in participant applications.

The materials for the workshop were created to support and reinforce the key themes and objectives articulated by USAID/FFP. To supplement key stakeholder interviews, the CAP Team surveyed and assessed available training materials including:

- Recent presentations on commodity management topics;
- Food aid manager training materials;
- NGO and WFP internal training materials (as available);
- Case studies in commodity management.

Following the survey and needs assessment, a detailed outline for each module was written and sent to each presenter to use as the foundation for their presentation. Please see *Appendix 6* for the Module Outlines. The CAP Team then met with each presenter to help develop:

- Presentations for each module containing the key concepts addressed by each speaker, pictures or other images and real-world examples when possible;
- Supplemental resource material such as blank forms corresponding to that module's topic and a checklist to properly receive commodities; and
- Complementary or hands-on activities to enhance knowledge retention.

Each participant was given a binder containing reference materials on the fundamental topics of food assistance, copies of presentations from the individual speakers and the small group-work, as well as handouts and resource documents supporting those presentations. Subsequent to the workshop, the modules and presentation materials were made available to the larger commodity management community on appropriate web sites, including CAP's Web portal, www.NGOConnect.Net (www.ngoconnect.net/ffp). Attendees were also given a CD with all the powerpoint presentations, hand-outs, activities and other resource materials in electronic form.

IV. THE FOOD AID COMMODITY MANAGEMENT WORKSHOP

The Workshop took place at Chaminuka Lodge on the outskirts of Lusaka, Zambia, from Monday, August 3 to Friday morning, Aug. 7, 2009. Attendees were scheduled to arrive no later than the afternoon of Sunday, August 2 so they could rest and recharge.

Each day's session began at 8:30am with announcements followed by a brief review of the previous day's material. Each morning, participants were assigned to one of four different tables. The first day of the conference, seat assignments were random. On day two, attendees counted off by fours, and on day three, participants were grouped by geographic region and

language. The final day of the conference, seat assignments were based on their small working groups to make it easier to complete their presentations.

Each day also began with a pre-test to get a sense of the knowledge level of the participants and establish a baseline against which to assess the effectiveness of the workshop modules and speakers. Post-tests were given to gauge any change in participant knowledge vis-à-vis the topics being covered.

The day was broken into morning and afternoon sessions, each of which was further divided by a short break. Modules generally ran no longer than 1.5 hours; the complementary activity, if there was one, took place afterwards. Following one of the basic tenets of teaching that people (students) are more awake and aware in the morning, the CAP team scheduled sessions with “heavier” or more complex information before lunch.

Morning and afternoon breaks were offered between sessions, as well as a lunch break. Sessions continued until 5:00pm. See *Appendix 7* for the workshop agenda.

The CAP Team planned the order of the workshop modules so that each one successively built upon the previous one. In collaboration with the FFP Steering Committee, it was decided that an overview of the FFP and Program Cycle was necessary to help ensure that all attendees were on the same page from the beginning, especially as some attendees were relatively new to food aid management. Additionally, this would help break the “stove-piping” or clustering of people because of their job title or responsibilities and help the participants understand food aid from a wider perspective.

The first half of the workshop focused on acquiring knowledge of commodity management. The training content was split into approximately eight topics and sessions. The second half focused on opportunities to apply what was learned. Working in small groups, participants were required to outline and prepare a 15-minute commodity management presentation that would convey their key learning to colleagues at their organization and/or sub-grantee organizations upon return.

To set the stage for this assignment, during the conference, participants were asked to list three specific topics of interest tied to the direct implementation of food aid programs. The participants were then divided into five groups based on shared interests. The groups were given two hours of time to develop a 15-minute presentation on their topic which would increase understanding and strengthen participant retention of the material. Consequently, each participant would have a solid presentation to share with colleagues in their home offices as well as other PVOs implementing food aid programs in their region, perhaps as part of a consortium. At the afternoon session on the last day of the workshop, each of the five groups gave their presentation with some time afterwards for a short question-answer session. The presentations were included among the final materials distributed on CDs to all the attendees.

Active learning was fostered further in the second half of the workshop during a site visit to a warehouse managed by a subcontractor to the World Food Program (WFP). This provided participants with an opportunity to learn directly about warehouse management operations.

Because the participants were local field staff, they have had little opportunity or occasion to travel to other countries where food aid projects are implemented and therefore had little to no context or basis for comparison with their own practices. The site visit provided fodder for a fruitful discussion on best (and worst) practices. Particularly interesting was the fact that many of the participants seemed proud to report on methods and systems implemented by their projects that they viewed as better than the WFP systems.

One of the stated objectives of the proposal was for participants to draft an action plan to address one issue/area of improvement needed regarding commodity management. During the planning of the workshop, it was decided not to pursue this activity as the time would be better used for sessions addressing specific knowledge gaps (as has been discussed previously).

V. EVALUATIONS

A. Pre- and Post-test Results

In order to assess changes in knowledge and attitudes about food aid commodity management topics, three pre-tests and post-tests were administered to the participants.

Test 1 covered modules 1, 2, 3, and 5. Highlights from the data show the following:

- On a 10-point scale, self-reported knowledge about Reg 11 increased from 4.70 to 6.32.
- Percentage of participants answering correctly whether MYAPs may be funded with both emergency and non-emergency funds increased from 54% to 64%.
- Following the budgeting exercise (*Alpha Numeria*, activity A, module 3), the percentage of respondents who were comfortable creating a budget for logistics increased from 63% to 80%.
- Participant knowledge about the number of types of cargo increased from 38% to 56%.
- Percentage of participants who were able to accurately identify in-land contracting methods increased from 42% to 64%.

The pre-/post-test as well as a summary table of the results are included as *Appendices 8* and *9*, respectively.

Test 2 covered modules 4 and 6. Highlights from the data show the following:

- Percentage of participants who knew that managers could build in a carryover amount of a commodity to ensure the program did not run out increased from 83% to 88%.
- Percentage of participants who could correctly identify the quantity in which FFP requests commodities increased from 33% to 96%.
- Following the AER exercise, on a 10-point scale, participants rated their level of comfort in filling out an AER at 8.29.

The pre-/post-test as well as a summary table of the results are included as *Appendices 10* and *11*, respectively.

Test 3 covered modules 8 and 9. Highlights from the data show the following:

- Percentage of participants who correctly identified what claim action FFP should take against an NGO in case of force majeure increased from 45% to 85%.
- Percentage of participants who correctly answered whether loss reports are required to be submitted to USAID for Title II commodities donated to NGOs versus commodities donated to WFP increased from 25% to 80%.
- Percentage of participants correctly identifying methods for destroying unfit commodities increased from 5% to 40%.
- Percentage of participants correctly identifying at what time DMCRs should be submitted increased from 0 to 25%.
- Percentage of participants correctly identifying the preferred method for disposing of unfit commodities increased from 25% to 80%.

The pre-/post-test as well as a summary table of the results are included as *Appendices 12* and *13*, respectively.

All of the test questions and answers were compiled into one document provided to participants—FFP Questions and Answers, which is included as Appendix 14.

B. Participant Evaluations

At the conclusion of the workshop, participants were asked to provide feedback about specific aspects of the program.

For analysis purposes, we have grouped the responses by years of experience in the field to determine what effects there were, if any, based on that variable. The groupings are: 1) participants with 1 year of experience or less; 2) participants with between 1.1 and 5 years experience; 3) participants with between 5.1 and 10 years experience; and 4) participants with between 10.1 and 16 years experience.

The tables below put forward responses to selected questions by grouping. Compilations of participant responses are included as *Appendices 15a and 15b*. *Appendix 15a* contains participant responses to narrative questions, and *Appendix 15b* contains the rating scale responses regarding the clarity and usefulness of the modules. Copies of the evaluations themselves are included as *Appendix 16*.

Years of Experience	Did this workshop meet your expectations?	Did the workshop go into sufficient depth about food aid commodity management?	Please give up to three specific examples of things you learned from the modules.	Please tell us the two modules that were the most useful to you	Please tell us the two modules that were the least useful to you	If you could add another topic to the workshop, what would it be?
0 – 1 (5 Respondents)	Yes all	Yes all	Frequently mentioned answers included: <ul style="list-style-type: none"> • AER • Inland transportation • Port operations • Pipeline • Disposal of unfit commodities • Commodity reception • QWICR • Reporting (losses and quality) 	<ul style="list-style-type: none"> • FFP overview/ program cycle • Contracting transporters • Commodity loss prevention/mitigation • Receiving commodity • Pipeline management • AER 	<ul style="list-style-type: none"> • Reporting • QWICR • Budgeting/logistics • Warehouse field trip • AER preparation • QWICR 	<ul style="list-style-type: none"> • More case studies • Umbrella monetization • Distribution activities • Documentation required • Anticorruption measures of control
1.1 – 5 (5 Respondents)	Yes all	Yes all	Frequently mentioned answers included: <ul style="list-style-type: none"> • Reg 11 • MYAP funding • Disposal of unfit commodities • Loss reports and donations to WFP • AER • HCFFPA • DMCR • Pipeline • Logistics budgeting • Port operations • Commodity calculator • WBSCM • Transport 	<ul style="list-style-type: none"> • Transportation, • FFP overview • Commodity loss prevention/mitigation • AER • Pipeline management • Commodity calculator • QWICR • Budgeting and logistics 	<ul style="list-style-type: none"> • Reporting • QWICR • Warehouse field trip • Commodity quality 	<ul style="list-style-type: none"> • Appreciation for role of communities served • Survey contracts/USDA requirements • Monetization
5.1 – 10 (7 Respondents)	Yes all	Yes all	Frequently mentioned answers included: <ul style="list-style-type: none"> • Budgeting • AER • Mitigation and/or management of losses • Pipeline • Logistics • Budget • Reg 11 	<ul style="list-style-type: none"> • Warehousing • Management • Logistics • Budget • Pipeline management • QWICR • AER 	<ul style="list-style-type: none"> • Budgeting • AER • Reporting • QWICR • Warehouse field trip • Commodity loss prevention/mitigation • Available commodities 	<ul style="list-style-type: none"> • Distribution management • Monetization • Regional database • Management plan for emergency response/ commodity handling in an emergency

Years of Experience	Did this workshop meet your expectations?	Did the workshop go into sufficient depth about food aid commodity management?	Please give up to three specific examples of things you learned from the modules.	Please tell us the two modules that were the most useful to you	Please tell us the two modules that were the least useful to you	If you could add another topic to the workshop, what would it be?
			<ul style="list-style-type: none"> • Contracting transporters • Prevention • Commodity calculator • Commodities available through FFP • Reporting • Port operations • Marine transportation • QWICR • Inland transportation • Receiving commodities 		<ul style="list-style-type: none"> • Receiving commodities • Warehouse management 	<ul style="list-style-type: none"> • Ocean carrier issues
<p style="text-align: center;">10 .1 – 16 (3 Respondents)</p>	<p style="text-align: center;">Yes all</p>	<p style="text-align: center;">Yes all</p>	<p>Frequently mentioned answers included:</p> <ul style="list-style-type: none"> • AER • Call Forward commodities • QWICR • port operations • AER • Reporting • commodity quality • contracting transporters 	<ul style="list-style-type: none"> • AER • QWICR • Port operations • FFP Overview • Commodities available 	<ul style="list-style-type: none"> • AER preparation • Warehouse field trip 	<ul style="list-style-type: none"> • Commodities contribution • Project phase out

Years of Experience	How will you use your group presentation when you return to your country?	We are trying to determine who can benefit most from this kind of training. What the job titles of people who should be invited if we hold another workshop?	What is one thing about this workshop we should not change?	What is one thing about this workshop we must change?
0 – 1 (5 Respondents)	<ul style="list-style-type: none"> • Use presentation for my NGO staff • Ensure my other programming colleagues understand these topics • Share with my colleagues and partners 	<ul style="list-style-type: none"> • No experience needed to participate • Logistics officers • Warehouse managers • Monetization officers with 1 year min exp. • Logistics manager or commodity manager with 6 months to 1 year min exp (no maximum) 	<ul style="list-style-type: none"> • On-site (field-based)workshop • Group presentations • Good organization • Fast-paced nature of the agenda interactions and discussions among participants 	<ul style="list-style-type: none"> • Give enough time to each topic • Use laser pointer • Presentation about host country of the workshop
1.1 – 5 (5 Respondents)	<ul style="list-style-type: none"> • Present to my colleagues • Presentation at MYAP meeting • Teach all my commodity and program staff presentation at coordinators meeting 	<ul style="list-style-type: none"> • 5 year minimum experience • Warehouse manager with 2-3 year experience • Logistics officer with 3 year experience 	<ul style="list-style-type: none"> • Group presentations • Logistics • Participatory nature • Participant engagement • “The methodology was really good” 	<ul style="list-style-type: none"> • Location of the venue • More activities • Translation for those who don't speak very well • Presenters to operate laptop themselves and look at students need more time to complete of the exercises
5.1 – 10 (7 Respondents)	<ul style="list-style-type: none"> • Impart knowledge to my colleagues • Improve my work • Update my office at group presentations • Share the policies and arrange training • Share with the team • Explain to colleagues logistics tips and how we can improve our food management 	<ul style="list-style-type: none"> • Logisticians • Warehouse officers/managers • Distribution officers/managers • Commodity operations managers (2-10 years experience) • Monetization officers • Program officers 5 year minimum experience • Commodity managers and logistics officers min exp 2-3 years 	<ul style="list-style-type: none"> • Diversity of people from different countries and different years of experience • Duration of the training/workshop participant selection criteria • Interest in improving logistics staff's knowledge • Assessment criteria • Participation of different PVOs 	<ul style="list-style-type: none"> • Need more professional facilitators • Open workshop to French and Spanish speakers • More practice, less theory • No limitation so that all warehouse manager and logistics offer per PVO attend
10.1 – 16 (3 Respondents)	<ul style="list-style-type: none"> • Make one presentation at monthly PSNP staff meeting • Presentation taking in consideration the remarks made by colleagues • As part of next refreshment session 	<ul style="list-style-type: none"> • Commodity officers • Logistics officers • Warehouse manager s, CTS officers • Commodity officers • MYAP managers and logistics/warehouse staff 1-3 year exp to learn, 4-10 year exp to share 	<ul style="list-style-type: none"> • The system • Facilitation during workshop • The modules 	<ul style="list-style-type: none"> • Place of workshop • Time is short and needs to be extended • More time for presentation and experience sharing.

Years of Experience	Agree/Disagree: I gained at least one piece of knowledge, a strategy, an understanding of Reg 11, etc. related to food aid commodity management that will assist me in my work.	If we offered this workshop again, would you recommend it to a colleague?	Why or why not? Please be specific
0 – 1 (5 Respondents)	Yes all	Yes all	<ul style="list-style-type: none"> • “Yes. It’s very resourceful” • “Yes, because my subordinate will improve his knowledge [of] commodity management, as I did” • “Yes, because it gives a good overview of food management in general. A holistic approach”
1.2 – 5 (5 Respondents)	Yes all	Yes all	<ul style="list-style-type: none"> • “I would ... recommend [it] for their development and developing skill on policies and procedures” • “I will recommend a colleague to attend the workshop because he/she will learn more about commodities management” • “Sure. He will learn a lot about food aid commodity management from the pre-formation (sic) of the request (AER...) to the final beneficiary” • “Yes I would because it is so beneficial and it covers niche topics from the time the food is from the USA to the [end of the process]” • “Yes, I would. I think this is an experience that I strongly recommend to other colleagues” • “Yes, I would. It is a big and wonderful experience” • “Yes. I would recommend because he/she will gain through the sharing and I believe no one knows everything”
5.1 – 10 (7 Respondents)	Yes all	Yes all	<ul style="list-style-type: none"> • “Yes, to learn and understand the cycle in logistic process), to know the details for each part of the total” • “Yes, yes: it helps staff manage commodities well” • “Absolutely. Very Practical!” • “Yes. Offered/presented in an excellent way that one cannot sleep (even when one tries)” • “Yes, I recommend, because it is a good experience to exchange knowledge and ... success stories”
10.1 – 16 (3 Respondents)	Yes all	Yes all	<ul style="list-style-type: none"> • “Yes, because it helps to validate and specify in an articulate way what we have been doing in our everyday work” • “Yes, I think it provides a useful structured learning opportunity....” • “Of course because it is very instructive to him” • “Yes. There is a lot to know and share/learn” • “I would recommend it to my other colleague [who] is also doing the same job as I am, so that he also can benefit” • “Yes, best experience to meet and discuss with individuals on the ground.” • “Yes....Can it be duplicated?”

Range of years of commodity management experience	Rate Module 1 on a scale of 1 to 5		Rate Module 2 on a scale of 1 to 5		Rate Module 3 on a scale of 1 to 5		Rate Module 4 on a scale of 1 to 5		Rate Module 5 on a scale of 1 to 5	
	This module was useful	This module was clear	This module was useful	This module was clear	This module was useful	This module was clear	This module was useful	This module was clear	This module was useful	This module was clear
0 - 1 (5 Respondents)	4.6	4.25	4.2	4.0	4.6	4.4	4.6	4.2	4.4	3.8
1.1 - 5 (5 Respondents)	4.4	4.0	4.2	3.8	4.8	4.6	4.6	4.4	4.8	4.4
5.1 - 10 (7 Respondents)	4.4	4.1	4.6	4.6	4.6	4.4	5.0	4.6	4.4	4.0
10.1 – 16 (3 Respondents)	4.0	3.7	4.3	4.0	4.0	3.3	4.7	4.3	4.7	3.7
Overall Averages (20 Respondents, 6.2 years experience)	4.4	4.1	4.4	4.2	4.6	4.3	4.8	4.4	4.6	4.0

Average Range of years of commodity management experience	Rate Module 6 on a scale of 1 to 5		Rate Module 7 on a scale of 1 to 5		Rate Module 8 on a scale of 1 to 5		Rate Module 9 on a scale of 1 to 5		Rate Module 10 on a scale of 1 to 5	
	This module was useful	This module was clear	This module was useful	This module was clear	This module was useful	This module was clear	This module was useful	This module was clear	This module was useful	This module was clear
0 - 1 (5 Respondents)	4.4	4.4	3.6	4.2	4.6	4.2	4.0	3.6	4.6	3.6
1.1 - 5 (5 Respondents)	4.8	4.6	4.2	4.0	4.4	4.0	4.2	3.8	3.8	3.0
5.1 - 10 (7 Respondents)	4.7	4.7	4.3	4.3	5.0	4.9	4.4	4.3	4.6	3.7
10.1 – 16 (3 Respondents)	4.7	4.7	4.7	4.3	4.3	4.0	4.7	4.0	4.3	3.7
Overall Averages (20 Respondents, 6.2 years experience)	4.7	4.6	4.2	4.2	4.7	4.4	4.3	4.0	4.4	3.5

VI. LESSONS LEARNED

A. Duration of Workshop

Individual Modules: Each module should be given more time. A great deal of information, some of it very technical and detailed, was conveyed to the participants. Due to the time constraints, the discussion and Q&A portions often had to be cut short. This undermined the ability of participants to share real-life experiences and solutions with each other.

Overall Duration: The workshop should be a day longer to allow for longer individual modules and a second site visit/field trip to promote greater hands-on learning, networking and sharing of practical experience among the participants and presenters.

B. Language

Supplement English instruction with interpretation/translation services. Participants were expected to have a proficient level of English in order to fully comprehend the written material and oral presentations. However, a few non-native English speaking participants were frustrated by their inability to fully articulate their thoughts and questions thereby preventing them from wholly participating in and benefitting from the discussions.

C. Arrival of Speakers and Staff

Speakers and workshop coordinators need to arrive at least three (3) full days in advance to:

- Fine tune presentations, activities, and room set up/equipment, and coordinate both with the other speakers' modules;
- Facilitate any issues with travelers' visas;
- Ensure that all materials needed for speakers' presentations, such as projectors, hand-outs, and calculators, are ready, functioning, and/or in sufficient quantities for all attendees;
- Verify that attendee notebooks and other materials are correct and in sufficient quantities;
- Confirm that hotel rooms, meals, and shuttles/airport transfers are properly arranged.

D. Workshop Location and Venue

The workshop venue must be in a location close enough to support facilities (i.e., medical clinics, photocopiers, banks, etc) to ensure a smoothly functioning conference.

In addition, the distance and travel time from the workshop location to the selected field trip site should be minimized so that there is little time lost traveling to/from the site.

E. Travel and Logistics

Visas: Despite the notification that all participants were responsible for obtaining their own Zambian visas, conference organizers must still be willing and able to facilitate this process. This could mean sending regular reminders and follow-ups to participants, liaising between participants, host-country field staff and host-country immigration authorities to pre-empt any visa issues.

Airline Travel and Coordination: Conference organizers should ensure that two people are fully knowledgeable about travel arrangements for each attendee – one attending the Workshop and one remaining in the home office. This will enable them to quickly and easily address any problems which may arise either at the origin or destination points of travel.

The advantages of including the responsibility for travel and logistics in CAP’s Scope of Work are as follows:

1. Ability to control costs more effectively because of economies of scale when negotiating for conference locations;
2. Ensure that attendees arrive on time for the Workshop and stay for the duration;
3. Establish parity among Workshop attendees from the beginning in terms of per diem or incidentals (subs or smaller CSOs may give lower per diems);
4. Help facilitate visas, transit visas, flight confirmations, airport shuttles, lost luggage, etc, by having one point of contact between Consultant and Travel Agent;
5. Help FFP ensure that participants are from the “right” levels and branches of the implementing organization (bypass the tendency to send only upper-level management to such conferences).

The disadvantages of including travel and logistics in the consultants SOW are that it requires a significant amount of pre-planning, attention to detail and follow up, as well as knowledge or research of visa requirements.

VII. RECOMMENDATIONS

A. Lessons Learned

Presenter/FFP Participant Selection

One of the strongest comments from participants was how helpful it was to have people from Washington—those “making or enforcing the regulations”—available to interpret and provide answers. Too often, it seems to the participants that communications from Headquarters are diluted or mutated as it passes from one field office to another. Therefore, the value and importance of having some program officers from FFP Headquarters or the Field cannot be overemphasized.

Similarly, the importance of having speakers or subject matter specialists from different USG agencies working and involved with FFP food aid programs being implemented worldwide, both emergency and development, cannot be underestimated. As each agency (i.e., DCHA/OFDA, USDA/FSA/KCCO, USAID/OAA/T, etc.) has slightly different processes and procedures, yet must work in harmony with FFP and awardees, it is critical that communications at the higher, headquarters level, take place as early in the workshop planning process as possible so that individuals from these other organizations would be able to attend and enrich the learning experience for the participants. In addition, this increased communication and integration among USAID sub-sectors would allow a more “united front” to be presented and thereby lessen charges of conflicting and/or contradictory information coming from USAID.

In terms of participant selection, asking Food for Peace field officers to nominate future participants would help streamline the process. Their input would help ensure that participants were those who would benefit most from such a Workshop, either because of their posts and responsibilities, or because of their experience levels. Anecdotal feedback from the participants indicated that a mix of more and less experienced individuals working together was a positive aspect to the Workshop.

It has been suggested that each speaker should present two modules at minimum to take full advantage of their expertise and to increase their full engagement in the Workshop, particularly when considering the cost of overseas travel.

Site Visit

Some participants felt that site visit was an important component of the Workshop. Despite the fact that not all participants were directly involved with warehouse management, a subset of evaluations indicated that they benefited from increased knowledge of the process of food aid management overall, but wanted the field trip to be more structured.

For future workshops, it would be valuable to convey in depth the purpose of the site visit beforehand and develop a corresponding activity to reinforce learning objectives for the visit. Possibilities include the following:

- Engage participants in an active observation exercise. For example, give them a specific list of questions to answer such as: How are commodities stacked/arranged in the warehouse? Does this adhere to USAID/FFP regulations? Are there ledgers and other commodity tracking methods? How about a sewing machine for re-bagging and re-constituting commodities? What are the systems in place to mitigate or prevent loss?
- Divide participants into smaller groups and assign each to gather information on a specific topic that they will later present to the larger group;
- Make sure that a people with different roles and responsibilities vis-à-vis Warehouse management team are at the site visit and can be “interviewed” by the participants;
- Have a planned follow-up activity which will help them translate their observations into applicable and useful information.

Planning and Logistics and Time

Comments regarding the selection of workshop location and venue were shared previously in this report; however, a fuller discussion is warranted. As noted, there are advantages and disadvantages to having the workshop in a more secluded or remote location. One way to address some of the comments would be to plan a half-day outing to a destination of interest in the country and to allow participants some free time to explore where they are visiting. This would also provide some needed downtime for the participants to absorb all the material they have been learning, as well as to get recharged for subsequent sessions. This would add at least another half-day to the duration of the conference.

This leads to some of the evaluation comments that the overall amount of time allotted for the conference was insufficient. If another full day were to be added to the pilot four-day Workshop, a majority of that time could be allocated to modules and Q&A sessions and for participants to share their own experiences and lessons learned with the larger group. A portion of this additional day could be reserved for a cultural exchange or a less structured outing for the participants that would help solidify relationships and networks.

B. Content for Future Workshops

Feedback from workshop participants was generally positive, and given the diversity of experience in the audience, the CAP Team does not recommend that any of the current workshop topics be discarded in future presentations. Should an additional day be added to the workshop schedule, there are a number of commodity management topics that could be discussed.

- **New Commodities, Fortification Formulations and Therapeutic Foods:**
Upon completion of new nutritional recommendations, a session that thoroughly covers new commodities or formulations, their shelf life and storage would be informative to the NGO community.
- **New Commodity Reference Guide:**
Along with new commodities, a discussion of the upcoming revision of the commodity reference guide would be useful to field-based commodity managers.
- **Local and Regional Purchase Program:**
As a program for local commodity purchase is rolled out, a discussion of the guidelines and best practices would be very useful.
- **Survey Contracting Process:**
The roles of both the NGOs and USDA in this process could be detailed.
- **Warehouse, Port Operations or Distribution Program Site Visit:**
A site visit where commodity management operations can be observed was a key component of the workshop. Future site visits should incorporate active learning elements. For a warehouse visit, this could include demonstrations of re-bagging and reconstitution techniques, recalibration of scales or observation of commodity dispatching.
- **WBSCM:**
Each NGO appears to have a different procedure for commodity ordering, predominately at the headquarters level. However, an overview of the new system would be of interest to commodity managers.
- **QWICR Roll-out:**
As the reporting system is rolled out worldwide, commodity managers are the natural audience for training or sharing best practices.
- **Last Mile Distribution:**
This module would discuss best practices at the end of the supply chain: dispatching from warehouses, storage in community-run facilities, and

prevention of losses before, during and after distribution and returning food to warehouses.

- **End-Use Checking:**

This session would focus on the logistics and commodity managers' role in ensuring that food aid is distributed and used properly.

Additionally, the following topics were of interest to participants but not extensive enough for a full module session. They could be used as the basis for short presentations:

- Commodity Management Resources available on the internet
- Loans, Swaps and Exchanges
- Best Practices in Commodity Security
- Monetization, i.e., Umbrella Agreements–Pros and Cons

Appendix 1

Food Aid Commodity Management Capacity-Building Workshop Outline of Proposed Module Topics

Module 1: Overview of Food for Peace and the FFP Program Cycle

Module 2: Commodities Available Through FFP

Module 3: Ordering Commodities

- Guidelines and considerations when ordering
- Annual Estimate of Requirements (AERs)
- Commodity Pipelines
- Commodity Calculator
- Commodity ordering system (FARES)

Module 4: Commodity Loss Prevention

- Points where losses can occur and best practices for preventing loss
- QWICR system for tracking losses

Module 5: Arrival at the Port

- Port operations
 - Import requirements
- Clearance, Duties and Taxes
- Security

Module 6: Storage of Commodities and Warehousing Basics

- Best practices for warehousing

Module 7: Commodity Distribution Best Practices

Module 8: Trades and Swaps between Programs

- Guidelines and best practices

Module 9: Problems and Remedies

- What to do when something goes wrong
 - Local testing of commodities
 - Commodity Feedback Report (in draft now)

Module 10: Reporting

- Overview of required reports
- Annual results reports
- Accuracy of recordkeeping in the field and overall impacts of reporting

Appendix 2 Key Informant List

The following is a list of the key informants interviewed during the development of the content modules for the CAP FFP Food Aid Commodity Management Workshop:

1. Gene Belcher, USDA/FSA/KCCO
2. Peter Burke, AMEX
3. Florence Cadet, USAID/DCHA/FFP/Haiti
4. Patrick Diskin, USAID/DCHA/FFP/Southern Africa
5. BK De, CARE
6. Robert Drapcho, USAID/ DCHA/FFP/East Africa
7. Lori Du Trieuille, USAID/ DCHA/FFP/WDC
8. Barry Elkin, ACDI/VOCA/WDC
9. Pat Engers, CRS/Baltimore
10. Jamie Fisher, USDA/WDC
11. Harlan Hale, USAID/DCHA/OFDA
12. Martin Hartney, CRS/Baltimore
13. Michael Heller, AMEX/WDC
14. Brian Holmes, World Vision/S. Africa
15. Khushro Jawed, WFP/Zambia
16. Arshia Khan, AMEX/WDC
17. Patience Komboni, USAID/ DCHA/FFP/Southern Africa
18. Mike Lagoon, Fettig & Donalty (Freight Forwarders), WDC
19. Juli Majernik, USAID/ DCHA/FFP/WDC
20. Walter Middleton, World Vision/S. Africa
21. Sylvia Moore, USAID/ DCHA/FFP/POD
22. Dave Nelson, USAID/ DCHA/FFP/WDC
23. Greg Olson, USAID/ DCHA/FFP/WDC
24. Allison Osterman, USAID/ DCHA/FFP
25. Leslie Petersen, USAID/ DCHA/FFP
26. Magalie Rigaud, CRS/Haiti
27. Steve Searcy, USDA/FSA/KCCO
28. Zema Semunegus USAID/ DCHA/FFP/West Africa
29. Amy Sink, USAID/ DCHA/FFP/WDC
30. David Hay Smith, USAID/ DCHA/FFP/East Africa
31. John Solomon, formerly of CARE/Procurement Division/USA
32. Tony Steiner, USAID/OAA/Transportation/WDC
33. Laura Turner, WFP/WDC
34. Sarah Umstattd, FH/USA
35. Carlos Valdivia, USDA/FSA/DACO/CPPAD
36. Virginia Vaughn, Consultant to CARE

Appendix 3
Registration/Application Form
Food Aid Commodity Management Workshop
for Field-based Staff

The USAID Office of Food for Peace (FFP) and AED's Capable Partners Program (CAP) are sponsoring a food aid commodity management workshop in **August** for **approximately** 20 field-based PVO participants. The workshop is designed to be interactive; therefore we will ask attendees to share their experiences and lessons learned with the group. We look forward to applications from the local PVO staff.

CAP will provide transportation to/from the conference site, meals, lodging, and training materials. Participants are responsible for obtaining visas and for any additional costs or purchases.

WHO: **PVO Field Staff who work with some aspect of commodity management.**

- 'Seasoned' and relatively 'new' individuals from PVOs operating at the local level
- Individuals working on non-emergency, emergency and monetization programs
- Working on either MYAPs or SYAPs awarded in FY07, FY08 or FY09 (pending)

WHAT: A **Four-Day** Workshop, with topics to include:

- Ordering commodities through FFP
- Storage of Commodities and Warehousing Basics
- Commodity Loss Prevention and Mitigation
- Commodity Management Problems and Remedies

WHEN: **August 3 - 6, 2009**

WHERE: **Lusaka, Zambia**

OBJECTIVES:

- Strengthen skills and capacities of field staff in commodity management
- Establish a global network of commodity managers
- Share best practices in commodity management
- Refine commodity management curriculum modules

To ensure the workshop is both active and *interactive*, attendance will be limited to **approximately** 20 participants. Participants will be selected to ensure that all aspects of the commodity management continuum are represented. The selection process also will help ensure that the participant cohort represents a diversity of geographic regions and experience levels. CAP will lead the selection process with input from FFP field offices and in Washington.

As part of the criteria for selection, participants will agree to communicate what they have learned with their home program staff and local partners. To meet this goal, one session will be devoted to developing presentations on commodity management that participants will share with home program colleagues upon their return. This will help participants solidly integrate what they learn into their daily work and share best practices with others.

Note: English is the language of instruction for the workshop.

Please submit your completed application electronically to Ms. Robin Nelson, Program Officer, AED Capable Partners Program, rnelson@aed.org by **12 noon** (Washington, DC, USA) on **Tuesday, June 9.**

**Food Aid Commodity Management Workshop
for Field-based Staff**

Instructions:

- Please fill out the questions below.
- Application forms are due by **12 noon** (Washington, DC, USA) on **Tuesday, June 9**, via email to: Ms. Robin Nelson, Program Officer, AED Capable Partners Program, nelson@aed.org.

I. Please tell us who you are:

Full Name (Last, First, Middle):	
Nationality (for visa purposes):	
Organization for which you work:	
Sponsoring Organization (or Organization holding award):	
Title of your position:	
Office Telephone (please include country code): Mobile Telephone (please include country code):	
Mailing Address:	
Email Address:	
Emergency Contact:	

II. Please tell us about yourself by marking the most appropriate response:

1. What type of program do you work on (check all that apply)?
A) *Emergency* *Non-Emergency* *Monetization*
B) *MYAP* *SYAP*
2. What is your level of *spoken* English?
 1/novice 2/limited ability 3/working professional 4/advanced 5/fluent
3. What is your level of *written* English?
 1/novice 2/limited ability 3/working professional 4/advanced 5/fluent

III. Briefly describe your current job. How are you involved with or responsible for food aid commodities?

IV. What areas or topics *interest* you? What areas or topics *concern* you? Please add a topic if not on the list provided and include a brief description of your interest or concern:

Appendix 4: Food Aid Commodity Workshop Overview of Final Applicant Pool

NOTES:

- 1) Late submissions for Tajikistan, Zimbabwe, Senegal, Ethiopia and Malawi
- 2) No submissions from Afghanistan, Somalia, Lesotho, or India
- 3a) Applications from Mali: Sub to CRS? And Malawi:
- 3b) Application from Malawi: Africare.
- 4) Applications for Sudan programs - SUBS only, not prime

Total Submissions by Organizations:		
	<i>Name of Organization:</i>	<i>Number</i>
1	ACDI/VOCA	2
2	ADRA	2
3	AFRICARE	4
4	Cameroon Red Cross	1
5	CARE	8
6	Citihope International	1
7	Counterpart International	3
8	CRS	8
9	Fabretto Children's Foundation	1
10	Feed the Children	1
11	Food for the Hungry	4
12	International Medical Corps Land	1
13	O'Lakes	3
14	Mercy Corps	4
15	Nascent Solutions Inc	2
16	Norwegian People's Aid	1
17	OICI	2
18	Project Concern International	1
19	Relief Society of Tigray (REST)	1
20	Save the Children	11
21	Share	1
22	World Vision	6
	Total	68

Total Submissions by Project Type:	
MYAP:	47
SYAP:	14
Emergency:	30
Non-Emergency:	40
Monetization:	32

Total Submissions by COUNTRY:			
Burkina Faso	1	Malawi	2
Burundi	1	Mali	1
Cameroon	2	Mauritania	1
Chad	1	Mozambique	2
Croatia	1	Niger	3
DRC	2	Nicaragua	1
Ethiopia	10	Rwanda	2
Ghana	1	Senegal	1
Guatemala	3	Sierra Leone	2
Guinea	1	Sudan	2
Haiti	4	Tajikistan	2
Honduras	1	Tanzania	1
Kenya	1	Uganda	2
Liberia	1	Zambia	7
Madagascar	4	Zimbabwe	5
	Total	Total	68

Selected Applicants by Country	
Burundi	1
Chad	1
DRC	2
Ethiopia	2
Guatemala	2
Haiti	2
Honduras	1
Madagascar	1
Mali	1
Mauritania	1
Niger	1
Uganda	2
Zambia	2
Zimbabwe	1
Total	20

Selected Applicants by Org'n	
ACDI / VOCA	2
Africare	2
CARE	2
CRS	2
Counterpart International	2
Food for the Hungry	1
Mercy Corps	3
Relief Society of Tigray	1
Save the Children	2
Share	1
World Vision	2
Total	20

**Appendix 4: Food Aid Commodity Workshop
Selected Applicants**

No	NAME:			Organization	Country	Program					Job Title	Eng Level	Notes	
	Last	First	Middle			MYAP	SYAP	Emerg.	Non-Em.	Monet'n				
1	Agui	Alassane		AFRICARE	Mali	x					x	Program Officer	4	2008-2013; FFP-A-00-08-00069;
2	Andrianaivo	Rudy	Steve	CARE	Madagascar	x				x		Food Manager	3	DAP? Sub to CRS?
3	Bishi	Davies	Mangwe	WVI	Zimbabwe		x	x				Senior Food Aid Coordinator	5	
4	Chinchilla	Borys	Fernando	Mercy Corps	Guatemala	x				x		Country Director	4	MYAP; not yet official ;
5	Galeas	Dilia	Maria	Save the Children	Honduras	x				x		Logistics Coordinator	3	2006-2011; FFP-A-00-07-00001
6	Gombe	Alex		Mercy Corps	Uganda	x						Commodity Manager	4	2008-2011; FFP-A-00-08-00075
7	Graham	Dudley	Allen	Food for the Hungry	DRC							Commodities & Logistics Manager	5	2008-2011; FFP-A-00-08-00073
8	Habtemariam	Birhane	Hailegabriel	Save Children/US	Ethiopia			x				Commodity Coordinator	5	PSNP-PAP program;
9	Hoque	Mohammad	Enamul	CARE	Zimbabwe		x					Logistics Coordinator	5	Consortium
10	Kalugye	Timothy		ACDI / VOCA	Uganda	x				x	x	Logistics Coordinator	5	2006-2011; FFP-A-00-07-00009
11	Lucius	Mathieu		ACDI / VOCA	Haiti	x		x		x	x	Deputy Chief of Party	5/s; 4/w	
12	Mani	Yahaya		Counterpart International	Niger	x				x	x	Food Commodity Manager	4	2008-2013; FFP-A-00-08-00074;
13	Overcamp	Katherine	Lyn	CRS/Burundi	Burundi	x				x	x	MYAP Coordinator	5	2008-2011; FFP-A-00-08-00080
14	Pongolani	Rebecca		CARE	Zambia	x						Warehouse Officer	5	
15	Rigaud	Magalie	Cineus	CRS	Haiti	x	x	x		x	x	Manager/Material Resources	5	Also invited as speaker, per A. Osterman
16	Rurahenyé	Marius		AFRICARE	Chad	x				x	x	Admin/Monetization Officer	5	2008-2013; FFP-A-00-08-00070
17	Salguero	Luis Javier	Laparra	Share	Guatemala	x				x	x	Logistics Coordinator	3	2008-2011; FFP-A-00-07-00010; P
18	Sepe	Rachel		WVI	Zambia	x		x				Warehouse Supervisor	5	
19	Tarhonde	Koupeur		Mercy Corps	DRC	x				x				2008-2011; FFP-A-00-08-00073
20	Tomy	Aidara	Alioune	Counterpart International	Mauritania	x				x	x	Commodity Manager	3	2008-2011; FFP-A-00-07-00002;

**Appendix 4: Food Aid Commodity Workshop
Not Selected Applicants**

No	NAME:			Organization	Country	Program					Job Title	Eng Level	Notes
	Last	First	Middle			MYAP	SYAP	Emerg.	Non-Em.	Monet'n			
1	Ache (Rev)	Daniel	Amuhngwa	Nascent Solutions Inc	Cameroon	x	x	x	x		Country Director	5	Food for Ed'n;
2	Araya	Kassa	Kinfie	Save the Children (UK)	Ethiopia	x					Commodity Manager		Which MYAP? Ending 2009 or 2011?
3	Arensen	Jeff		Food for the Hungry	Mozambique	x			x	x	MYAP Director	5	2008-2011; FFP-A-00-08-00086;
4	Aversa	Stephen		Land O'Lakes	Madagascar	x			x	x	Country Representative	5	USDA program; CRS consortium - sub
5	Bailey	Martial	Nelson	Save the Children	Haiti		x		x	x	Commodity Manager & Adviser	5	Sub to WV; not priority
6	Bankoula	Mahamadou		CRS	Niger	x		x	x	x	Commodity Manager	3	2006-2011; FFP-A-00-07-00003;
7	Bonnie	George		OICI	Ghana	x				x	Logistics Manager	4	Not listed project
8	Fleur	Henrisse	Herinjanahary	ADRA	Madagascar	x		x	x	x	Finance & Admin Director/HRDirector	4	Not listed project; Sub?
9	Gálvez	Claudia Jannina	Núñez	CRS	Guatemala	x			x	x	Logistics & Monetization Coord	5	2006-2011; FFP-A-00-07-00005;
10	Gulube	Inocencio		Save the Children	Mozambique	x		x	x		Logistics Officer	3	2008-2011; FFP-A-00-08-00086;
11	Jalloh	Ibrahim		World Vision	Sierra Leone	x			x	x	Food Aid & Gift-in-Kind Manager	4+	Sub to CARE;
12	Johnson	Jacqueline	Christian	Africare/ Niger	Niger	x			x	x	Monetization Officer	5	
13	Kalaghe	Alfred	Gustav	AFRICARE	Liberia	x					Project Coordinator		Sub to CRS; self-reported problems w/ program;
14	Kassoh	Tamba-Torjia		CARE	Sierra Leone	x			x	x	Assistant Project Manager	3/w ; 5/s	2006-2009; FFP-A-00-07-00007;
15	Lamine	Barry	Mohamed	OIC International Guinea	Guinea	x			x	x	Commodity Manager	3/s; 4/w	Not listed project
16	Lisamula	David	Muliru	Norwegian People's Aid	Sudan		x	x			Compliance and Admin. Manager	5	Not FFP? Sub?
17	Lomule	Noel		Save the Children UK	Sudan			x			Logistics Officer	4	Not listed; Sub?
18	Makange	Othman	Abdallah	Save the Children in Tan	Tanzania			x	x	x	Procurement Coordinator	5	Locally operating?
19	Mattoes	Anulo	Darssabo	World Vision	Ethiopia		x	x			WVE Food Aid Manager: PROJECT	5/s; 4/w	PICK 1-2 FROM ETHIOPIA

**Appendix 4: Food Aid Commodity Workshop
Not Selected Applicants**

										2008-2009			
20	Mbasa	Rugigana		Save the Children (UK)	Rwanda				x		Logistics Manager	5	Not listed; Sub?
21	Mgare	Nazareno	Kariuki	Feed the Children	Kenya		x		x		Deputy Country Director / Head of Programs	5	Not listed project
22	Mubanga	John	Mumbi	Nascent Solutions Inc	Zambia	x	x	x	x		Country Director	5	USDA project;
23	Nongwe	Isaac	Beas	Cameroon Red Cross	Cameroon				x		Logistician	3/s; 4/w	Not listed project
24	Ouedraogo	Landry		Catholic Relief Services	Burkina Faso	x			x	x	Commodity Management Office	4	Not listed; Regional program?
25	Peterson	Jennifer	Scheffee	Land O'Lakes	Madagascar	x		x	x	x	Chief of Party	5	New program? Sub to CRS?
26	Pierre	Jean	Louis	World Vision	Haiti	x	x	x	x		Deputy Commodity Manager	3	
27	Rurenza	Dan	Rwiyamirira	Food for the Hungry	Rwanda	x				x	Regional Commodities Manager	4	Not listed project
28	Rustamov	Hamid	Halimjonovich	Save the Children	Tajikistan		x	x			Commodity Manager	4	2008-2009; FFP-A-00-09-00001
29	Singini	Dennis		Citihope International	Malawi				x		Operations Coordinator	5	Not listed project; Sub to CRS?
30	Tarekegn	Tigabu		Food for the Hungry	Ethiopia	x		x	x	x	Commodity Management Coordinator	3	2008-2011; FFP-A-00-08-00082; PICK 1-2 FROM ETHIOPIA
31	Teferi	Wondwossen	Abebe	Save the Children (UK)	Ethiopia	x	x	x	x			3	2008-2009? 2008-2011? FFP-A-00-08-00074 //FFP-A-00-08-00034
32	Tomas	Marin		International Medical Corps	Croatia	x		x	x	x	Global Logistics Manager	4	Not listed project; Sub?
33	Workneh	Ameha	Mulugeta	ADRA	Ethiopia	x		x		x	Commodity Officer	5	Not listed project; Sub?;
34	Yidersu	Solomon	Zimebelachew	CARE Ethiopia	Ethiopia	x					Commodity Supervisor	3	2008-2011; FFP-A-00-08-00072;;
35	Yigezu	Tamrat		Catholic Relief Services	Ethiopia	x		x	x	x	Logistics Manager	3	
36	Zemedkun	Alemayehu	W/amanuel	CARE Intern'l/ Ethiopia	Ethiopia	x					Commodity and Supplies Supervisor	4/s; 5/w	2008-2011; FFP-A-00-08-00072;
37	Mekonen	Abraha		Relief Society of Tigray (REST)	Ethiopia	x			x		Head, Supply operation	3	2008-2011; FFP-A-00-08-00081

**Appendix 4: Food Aid Commodity Workshop
Late Applicants**

No.	NAME:			Organization	Country	Program					Job Title	Eng Level	Notes
	Last	First	Middle			MYAP	SYAP	Emerg.	Non-Em.	Monet'n			
1	Chinyemba	Oscar		CARE	Zambia	x					Warehouse Assistant Officer	5	
2	Chishimba	Donald	Chanda	Land O Lakes	Zambia					x	Project Accountant		Sub/consortium with CRS
3	Faizali	Hasanov		Mercy Corps	Tajikistan		x			x	Procurement Officer	3/s; 2/w	Sub to Save the Children? FFP-A-00-09-00001
4	Govindaraj	Prabhu		CARE	Zimbabwe		x	x			Program Coordinator	5	Sub to WV? Ends in 2009. FFP-A-00-07-0028;
5	Hoque	Mohammad	Enamul	CARE	Zimbabwe		x				Logistics Coordinator	5	Consortium
6	Hwena	Preston		CRS	Zimbabwe		x	x			Commodity Accounting Officer	5	Sub to WVI
7	Kucherera	Herbert		World Vision	Zambia	x		x		x	Manager	5	
8	Lubinda	Akakulubelwa		CRS	Zambia	x		x		x	Warehouse manager	5	
9	Maringapasi	Christopher		Save the Children/UK	Zimbabwe			x		x	Logistics Officer	5	Sub to WV?; 2007-2009; FFP-A-00-07-00028;
10	Mullen	Derek		Project Concern Intern'l	Malawi	x				x	Country Representative	5	Sub to CRS? Not yet official program?
11	Sow	Boubacar		Counterpart Internat'l	Senegal	x				x	Program Manager	3	Not listed project
12	Wilder	Francisco Zamora	Torrez	Fabretto Children's Foundation	Nicaragua					x	Manager - General Services	3	

Appendix 5

Food Aid Commodity Management Workshop Learning Objectives

Module 1: Overview of Food For Peace and the FFP Program Cycle

- Understand the purpose and types of FFP programs (distribution, monetization)
- Understand the FFP Program Cycle as it relates to commodity management
 - Including: design, ration decisions, grants, ordering, shipping, delivery and reporting
- Understand which organization or company is responsible for the commodities at each point in the FFP Program Cycle

Module 2: Commodities Available Through FFP

- Understand the commodities available through the FFP program [bulk, bagged, special]
- Understand their value, shelf life and the importance of specifications (as this relates to the FFP Program Cycle)
- Understand the different grades/levels of commodities

Module 3: Ordering Commodities

- Understand the importance of planning your order, considerations and tools used
- Understand the steps, forms and computer programs used to place orders
- Economies of Scale?

Module 4: Pipeline Management

- Understand the importance of linking on-the-ground operations and commodity orders
- Understand the pros, cons and risks of loans, swaps and exchanges [e.g. combined pipeline management program in Haiti]

Module 5: Contracting Transporters

- Understand the multiple ways in which inland and internal transport companies/agents are contracted
- Understand the risks and things to consider when contracting transport

Module 6: At the Port

- Understand the general processes that occur after a ship's arrival
- Understand what an agent does for a PVO
- Understand how to vet an agent and create an accurate tender for contracting
- Understand the types of paperwork associated with commodities and their importance [surveys, quality control and inventory control]

Module 7: Storage of Commodities and Warehousing Basics

- Understand what to look for in leasing warehouses
- Understand best practices in warehouse management

Module 8: Commodity Loss Prevention and Mitigation

- Understand the points where losses can occur
- Understand how to prevent loss at each point
- Understand what losses need to be reported and how

Module 9: Problems and Remedies - what to do when something goes wrong?

- Understand the common problems with commodities at the local level
- Understand how to report a commodity problem
- Understand the proper steps to follow in the destruction of commodities
- Understand how destruction of commodities relates to local law

Module 10: Reporting

- Understand the importance of accurate recordkeeping in the field and the overall impacts of reporting
- Understand the key commodity-related reports and systems, when to fill them out and how to fill them out.

Appendix 6 Module Outlines

Module 1: Overview of Food For Peace and the FFP Program Cycle

Presenter: Juli Majernik, USAID/FFP

Time: 5 minute pre-quiz (for Modules 1 & 2)
25 minutes of material
10 minutes for questions

Session total: 40 minutes

This introductory session will set the context for the workshop and will focus on what commodity managers need to know about Food for Peace programming. Reviewing the Food for Peace program with an emphasis on the operational aspects will enable participants to understand topics such as why there are long lead times and the importance of advance planning.

Learning Objectives:

- Understand the types of FFP programs and their purpose
- Understand the FFP Program Cycle as it relates to commodity management
 - Specific topics include: program type, ration design, MYAP/SYAP timelines, ordering, shipping, delivery and reporting
- Understand which organization is responsible for the commodities at each point in the FFP Program Cycle

Handout Recommendations:

- FFP Commodity Procurement Flow Diagram
- Revised 2010 Procurement Schedule
- Revised Feedback Loop
- Title II Guidelines/FAQs

Other Recommendations or things to think about:

n/a

Module 2: Commodities Available through FFP

Presenter: Sylvia Moore, USAID/FFP

Time: 15 minutes of material
5 minutes for questions

Session total: 20 minutes

This session covers how ration design is converted into a commodity order. At the session's end, participants should understand what commodities are available and where to find additional information about commodity specifications. Commodity-specific issues of shelf life will be discussed as well.

Learning Objectives:

- Understand the commodities available through the FFP program [bulk, bagged, special]
- Understand their value, shelf life and the importance of specifications
- Understand the different grades/levels of commodities
- Understand where to find more information (including the Commodity Reference Guide)

Handout Recommendations:

- Commodity Reference Guide (factsheets: corn, corn-soy blend, beans)
- ACE report
- Commodity list and price estimates
- Shelf life description
- POD: procurement/long lead times

Other Recommendations or things to think about:

As this is a short session, there will be enough time to cover only **basic** information about commodities. For commodity managers, it is key to understand where to find information about specifications and how long commodities can last in storage. Feedback from interviews showed that PVO-HQ personnel think it is important for commodity managers to understand where to find additional information when they have questions.

Module 3: Transportation Planning, Logistics and Budgets

Presenter: Harlan Hale, OFDA

Time: 5 minute pre-quiz
20 minutes of material on transportation planning, logistics networks
60 minutes of group work [Activity A]

Session total: 1 hour 30 minutes

During this session, participant teams will think through planning a logistics network. This session will cover the basics of Supply Chain Management theory and the variables that commodity managers should be considering during the program planning phase: climate and weather, reliability of roads, warehouse location, transport costs and security.

Learning Objectives:

- Understand the components of a food aid logistics network
- Understand the trade-offs inherent in a logistics network
- Understand the concept of overall lowest cost

Activity A: Logistics Planning

Participants will be divided into small groups (4 teams each with 5 members) and given a country scenario and food basket. The teams will then design a modest transportation plan. If time permits, teams will also construct a budget for their proposed network. The transport plans will be presented to the group and a panel of experts for feedback and discussion in a final session at the end of the day.

Handout Recommendations:

- Alpha-Numeria task description
- Alpha-Numeria maps (Activity A)
- Alpha-Numeria task spreadsheets

Other Resources:

The country scenarios here may be carried forward into Module 4 (AER preparation).

Module 4: Pipeline Management, AER & CP Preparation and Ordering Commodities

Presenter: Timothy Kalugye, ACDI/VOCA

Time: 5 minute pre-quiz
15 minutes of material on pipeline management
20 minutes of group work [Activity B]
25 minutes of material key AER issues, tools for commodity ordering
30 minutes of group work [Activity C]

Session total: 1 hour 30 minutes

During this session, participant teams will think through what is required to successfully manage a pipeline for emergency, non-emergency and monetization. Small teams of participants will prepare a commodity pipeline and AER for a program. In the following session, they will present their work to the group and panel for feedback. The session will briefly cover the Tools for Commodity Ordering (commodity calculator, FARES, WBSCM).

Learning Objectives:

- Understand the importance of linking on-the-ground operations and commodity orders
- Understand the considerations in AER preparation and common mistakes made
- Understand the importance of planning orders, considerations and tools used
- Understand the steps, forms and computer programs used to place orders

Activity B: Pipeline Management

This activity will demonstrate what a commodity manager needs to consider in pipeline management. Small Groups (4 Teams each with 5 members) will be given information on a fictional country program and commodity stocks on hand. Teams will then prepare a commodity pipeline.

Option: This activity builds upon the scenarios of Module 3 (Logistics Planning) or can use separate scenarios.

Activity C: AER Preparation

This activity will illustrate what a commodity manager needs to consider in AER preparation. Small groups will continue with scenarios in Activity C. Teams will fill out an AER for the program and draft call forwards for a 12 month period.

(Pipeline Management, AER & CP Preparation and Ordering Commodities – continued)

Handout Recommendations:

- FY2009 Commodity Calculator
- Blank AER

Other Resources: FFP and AMEX staff approving AERs can brief participants on common mistakes they see

Other Materials: Common PREP AER and Pipeline Mistakes: Tutorial (from FFP website)

Module 5: Contracting Transporters

Presenter: Tony Steiner

**Time: 5 minute pre-quiz
10 minutes Activity D
25 minutes material
20 minutes discussion**

Session total: 1 hour

This session will cover the key practices in arranging for, hiring and overseeing/managing contracted transporters.

Learning Objectives:

- Understand the multiple ways in which inland and internal transport companies/agents are contracted
- Understand the risks and considerations when contracting transport

Activity E:

Small Groups (4 Teams each with 5 members) will use their experience to brainstorm a list of best practices in inland and internal transportation. After a more formal presentation on transportation, participants will present their list and discuss best practices with the larger group.

Handout Recommendations:

- Inland freight tender
- List compiled by the attendees of agreed-upon best practices for inland and internal transportation (to be given to participants at end of Session)

Other Recommendations or things to think about:

n/a

Module 6: Receiving Commodities

Presenters: Magalie Rigaud, CRS Haiti

**Time: 5 minute pre-quiz
30 minutes of material [Magalie]
30 minutes of material [Tony]
25 minutes for discussion and activity E**

Session total: 1 hour 30 minutes

Receiving commodities will be discussed from the NGO and USG points of view. For NGO field staff, the important questions are:

- What should an NGO do to prepare for commodity arrival?
- Who should be at the port?
- What documents are involved?
- How should an NGO prepare to receive commodities at the warehouse on a through bill of lading?

Tony Steiner, the USG representative, will discuss the USG role at this point in the program cycle, offer best practices on surveys and claims from a USG point of view. Magalie Rigaud will discuss PVO responsibilities when receiving containerized cargo at a warehouse.

Learning Objectives:

- Understand PVO responsibilities and best practices in preparing for commodity arrival
- Understand the documentation, its purpose and importance
- Understand PVO responsibilities when receiving containerized cargo at a warehouse
- Understand how the USG fits into the Receiving Commodity timeline

Handout Recommendations:

- Port information
- Shipping glossary
- Sample Survey Report (*Agence de Supervision de Control*)
- Sample picture survey
- Sample picture survey 2
- Sample shipping documents (CRS)
- Sample Bill of Lading – Grain
- Group exercise – *questions of survey/surveyor best practices* (Activity E)
- Results of group exercise (Activity E compiled list)

Other Recommendations or things to think about:

n/a

Module 7: Storage of Commodities and Warehousing Basics

Presenters: [suggested: Harlan Hale and NGO representative]
WFP warehouse manager

Time: Travel to warehouse
5 minute pre-quiz
30 minute tour of WFP warehouse
30 minute discussion of warehouse leasing and site location selection
60 minute Activity F
Return travel to conference facility

NEXT day: 15 minute review and wrap-up of field trip

Session total: ~ 3 hours

During a field trip to a warehouse, participants will discuss considerations in warehouse location, warehouse leasing and warehouse management.

Learning Objectives:

- Understand what to look for when leasing warehouses
- Understand best practices in warehouse management

Activity F: Best Practices in Warehouse Selection and Management

This activity will illustrate what a commodity manager needs to consider when choosing and managing a warehouse. Participants will break into two groups and will construct a list of best practices in warehouse leasing and best practices in warehouse management. These lists will be combined overnight by the Workshop Staff. The next morning, Day 3, participants will review the groups' Best Practices lists and briefly discuss their observations from the day before.

Handout Recommendations:

n/a

Other Recommendations or things to think about:

Another topic to discuss may be the importance of monthly warehouse audits and operationally how to implement them.

Module 8: Commodity Loss Prevention and Mitigation

Presenter: Sylvia Moore [marine losses]
Patience Komboni & Pat Diskin [inland losses]
Panel of NGO representatives

Time: 5 minute pre-quiz
20 minutes of material on marine losses, prevention, documentation
10 minutes of material on inland and internal losses
15 minutes [Activity G]
40 minutes discussion

Session total: 1 hour 30 minutes

The first portion of this session will briefly cover marine losses, their prevention and mitigation. The session will also review proper documentation and the importance of communication and alerting the appropriate USG officials when a marine loss occurs.

The second portion of the session will focus on inland and internal losses. Speakers will discuss historical [or representative] data on the types and sources of losses in Title II programs. Small groups will each be assigned several “types of loss” and will discuss some techniques for mitigating or preventing those losses.

Small groups will present their results to the larger group and panel of experts for discussion.

Learning Objectives:

- Understand the points where marine losses can occur and what points of the transport chain are high risk
- Understand the importance and need of communicating an incident in a timely fashion and who the appropriate contacts are
- Understand the key pieces information and paperwork necessary for marine claims
- Understand some methods of preventing losses
- Understand the importance of mitigating/minimizing losses and some common methods

Activity G:

Small groups are presented with the most common types of commodity losses within the Title II program based on historical data. Each small group is assigned two or three “types” of commodity loss and within the group, will discuss methods for prevention and mitigation. Small groups will present their experiences to the larger group and panel of NGO experts for discussion and feedback.

Handout Recommendations:

- Definitions of marine loss types
- Case study examples of loss (DMCRs)

- Honduran bean example (talking points)
- Executive summary report
- Honduran bean memo

Other Materials: GAO reports on challenges in Foreign Assistance [GAO-07-560]

Module 9: Commodity Quality

Presenters: Sylvia Moore, USAID/FFP
Pat Diskin, USAID/FFP
Patience Komboni, USAID/FFP

Time: 5 minute pre-quiz
15 minutes of material [Sylvia]
30-40 minutes of material [Pat and Patience]
30-40 minutes for discussion

Session total: 1 hour 30 minutes

The first part of this session will address the question “What to do when you think there is a problem with commodity quality?”. Additionally, a short discussion of the environmental considerations in commodity disposal (Regulation 216) will be covered. The second portion of the session will review the options and proper steps in the disposal of commodities. An option for the discussion period is for a panel of experts to share their experiences and lessons learned in disposing of commodities.

Learning Objectives:

Sylvia:

- Understand the steps to take when an NGO suspects a commodity problem
- Understand the environmental considerations (regulation 216)

Pat and Patience:

- Understand the options when a commodity is “unfit for human consumption” and the pros and cons of each disposal method
- Understand the proper steps to be undertaken once a disposal method is chosen
- Understand best practices in communicating with local partners

Handout Ideas:

- Draft copy of the Revised Commodity Feedback Loop
- Relevant sections of Regulation 11
- One page description of Regulation 216

Other Recommendations or things to think about:

n/a

Module 10: Reporting

Presenters: Pat Diskin / Patience Komboni

**Time: 30 minute presentation and/or activity on reporting
30 minute presentation/demonstration of QWICR**

Session total: 1 hour

During this module, participants will review the required reports, their purposes and the best practices for completing them, including a discussion of the DMCR. There will also

- CSRs, RSRs, commodity loss reports
- Accuracy of recordkeeping in the field and overall impacts of reporting
- DMCR
- QWICR

Learning Objectives:

- Understand the importance of accurate recordkeeping in the field and the overall impacts of reporting
- Understand the key commodity-related reports and systems, when to fill them out and how to fill them out.
- Understand in detail the common mistakes for one report
- Understand the QWICR system as a tool to improve commodity reporting
- Understand how to enter data into QWICR
- Understand the rollout plan for QWICR and the FFP requirements for its use

Activity:

Small groups will walk through the data entry process for QWICR. The activity will help illustrate the various factors a commodity manager must consider when using QWICR.

Handout Ideas: QWICR demo case study

Other Recommendations or things to think about:

n/a

Appendix 7

Food Aid Commodity Management Workshop DAILY AGENDA *August 3 – 7, 2009*

DAY ONE: Monday, August 3, 2009

- 8:30 – 9:30am:** Welcome
Overview of the Day's Agenda
Introduction of speakers and participants
- 9:30 – 10:30am:** Modules 1 and 2: *Overview of FFP and Program Cycle; Available Commodities*
- 10:30 - 10:45am:** Break
- 10:45am – 12:15noon:** Module 3: *Transportation Planning, Logistics and Budgets*
- 12:15 – 1:15pm:** Lunch
- 1:15 – 2:45pm:** Module 4: *Pipeline Management, AERs, Commodity Preparation and Ordering*
- 2:45 – 3:00pm:** Break
- 3:00 – 4:30pm:** Module 4 – Continued: *Groups present their work*
- 4:30 – 5:00pm:** End of day announcements

DAY TWO: Tuesday, August 4, 2009

- 9:00 – 9:30am:** Overview of the Day's Agenda
Announcements
Review of previous day's material
- 9:30 – 10:30am:** Module 5: *Contracting Transporters*
- 10:30 – 10:45am:** Break
- 10:45 – 11:45noon:** Module 6: *Receiving Commodities*
- 11:45 – 12:45pm:** Lunch
- 1:00 – 3:30pm:** Module 7: *Commodity Storage and Warehousing Basics*
Site Visit to Warehouse outside of Lusaka
- 4:00 – 4:30pm:** Module 7 Continued: *Presentation of Best Practices*
- 4:30 – 5:00pm:** End of day announcements

DAY THREE: Wednesday, August 5, 2009

- 9:00 – 9:30am:** Announcements
Review of previous day's material
Overview of the Day's Agenda
- 9:30 – 10:30am:** Module 8: *Commodity Loss Prevention and Mitigation*
- 10:30 – 10:45am:** Break
- 10:45 – 11:15am:** Module 8 – continued: *Case Study Analysis*
- 11:15 – 12:30noon:** Individual Presentation: *Open Work Session*
- 12:30 – 1:30pm:** Lunch
- 1:30 – 3:00pm:** Module 9: *Commodity Quality*
- 3:00 – 3:15pm:** Break
- 3:15 – 4:30pm:** Individual Presentation: *Open Work Session - Continued*
- 4:30 – 5:00pm:** End of day announcements
- 7:30 – 9:00pm:** Individual Presentation: *Open Work Session – Continued. Panelists available to assist*

DAY FOUR: Thursday, August 6, 2009

- 9:00 – 9:30am:** Announcements
Review of previous day's material
Overview of the Day's Agenda
- 9:30 – 10:30am:** Module 10: *Reporting*
- 10:30 – 10:45am:** Break
- 10:45 – 12:00pm:** Module 11: *Panel – Problems & Remedies/Q&A*
- 12:00 – 1:00pm:** Individual Presentations: *Open Work Session*
- 1:00 – 2:00pm:** Lunch
- 2:00 – 4:00pm:** Presentations (and feedback)
- 4:00 – 4:30pm:** Final announcements and logistics
Workshop evaluations

DAY FIVE: Friday, August 7, 2009

~ Hotel Check-out & Depart for Airport ~

Appendix 8
Pre-Test One: Modules 1, 2, 3, and 5

Name: _____

1. Have you ever read Regulation 11? Yes No
2. On a scale of 1 to 10, how would you rate your knowledge or understanding of Regulation 11? _____
1 = "I don't know what Reg 11 is" 10 = "I can recite Reg 11 in my sleep"
3. Can a multi-year assistance program be funded with emergency and non-emergency resources?
a) **Yes** b) No c) I don't know
4. Country prioritization is determined by:
a) % of children stunted
b) % of population living under \$1 per day
c) % of population undernourished
d) **All of the above**
5. Name three approved commodities available through FFP.

6. How confident are you that you could locate information on specific commodities used in your program?
_____ I am not confident that I know where to look
_____ I might be able to find something
_____ I'm pretty sure I know where to look
_____ I know exactly where to look
7. Name three decisions a program has to make regarding inland transportation logistics.

8. True/False: I am comfortable creating a budget for logistics costs.
9. On a scale of 1 to 10, I am comfortable with what is included in a distribution plan. 1 2 3 4 5 6 7 8 9 10
10. How many types of cargo are there? **Three (bulk, break-bulk, containerized)**
11. What is the most important facet of effective inland transportation?
a) Port facilities
b) Labor
c) **Documentation**
d) Weather
12. What are some of the alternative actions for inland disruption?
a) Warehousing
b) Rail or other trucking companies
c) Discussion with local authorities
d) **All of the above**

13. What are some of the side effects of idle cargo?
- a) Pilferage
 - b) Legal disputes with transporter
 - c) Higher unaccounted costs
 - d) Security
14. What is the minimum a contractor will consider quoting?
- a) 5,000 mts
 - b) 2,500 mts
 - c) 500 mts
 - d) 50 mts
15. Which of these is not an inland contracting method?
- a) Direct hire through clearing and trucking agent
 - b) Through Bill of Lading with ocean carrier
 - c) Discharge and inland Contractor
 - d) Memorandum of Understanding

Things I'd like to learn on Monday

One question I have about the Food For peace regulation is _____

One question I have about prioritization is _____

One question I have about inland transportation is _____

One question I have about transportation contracting is _____

Appendix 8 Post-Test One: Modules 1, 2, 3, and 5

Name: _____

1. On a scale of 1 to 10, how would you rate your understanding of Regulation 11? _____
1 = "I don't know what Reg 11 is" 10 = "I can recite Reg 11 in my sleep"
2. Can a multi-year assistance program be funded with emergency and non-emergency resources?
e) **Yes** b) No c) I don't know
3. Country prioritization is determined by:
 - a. % of children stunted
 - b. % of population living under \$1 per day
 - c. % of population undernourished
 - d. **All of the above**
4. The place to look for information on specific commodities used in your program is **Commodity Reference Guide**
5. Name three decisions a program has to make regarding inland transportation logistics.

6. True/False: I am comfortable creating a budget for logistics costs.
7. On a scale of 1 to 10, I know what is included in a distribution plan. 1 2 3 4 5 6 7 8 9 10
8. How many types of cargo are there? **Three (bulk, break-bulk, containerized)**
9. True/ **False**: Weather is the most important facet of effective inland transportation?
10. What are some of the alternative actions for inland disruption?
 - a. Warehousing
 - b. Rail or other trucking companies
 - c. Discussion with local authorities
 - d. **All of the above**
11. What are some of the side effects of idle cargo?
 - a. **Pilferage**
 - b. Legal disputes with transporter
 - c. Higher unaccounted costs
 - d. Security
12. The minimum a contractor will consider quoting is **500 mts**
13. Which of these is not an inland contracting method?
 - a. Direct hire through clearing and trucking agent
 - b. Through Bill of Lading with ocean carrier
 - c. Discharge and inland Contractor
 - d. **Memorandum of Understanding**

Appendix 9: Pre-Post Test 1 Summary Results -- Food Aid Commodity Management Workshop

Test 1 Summary Table

Statistics	Q1: How would you rate your understanding of Regulation 11 ?		Q2: Can a multi-year assistance program be funded with both emergency and non-emergency resources? (A: Yes)		Q3: Country prioritization is determined by ... <i>(A: All of the above = % children stunted; % living > \$1.00; % undernourished)</i>		Q4: How confident are you that you could locate information on specific commodities used in your program?		Q4: The place to look for information on specific commodities used in your program is ... <i>(A: Commodity Reference Guide)</i>		Q5: Name three decisions a program has to make regarding inland transportation logistics		Q6: True/False: I am comfortable creating a budget		Q7: On a scale of 1 to 10, I know what is included in a distribution plan		Q8: How many types of cargo are there? <i>(A: Three)</i>		Q9: What is the most important facet of effective inland transportation ? <i>(A: Documentation)</i>		Q9: True/False: Weather is the most important facet of effective inland transportation <i>(A: False)</i>		Q10: What are some alternative actions for inland disruption? <i>(A: All of the above = warehousing; rail/trucking; discussion)</i>		Q11: What are some of the sides effects of idle cargo? <i>(A: Pilferage)</i>		Q12: The minimum a contractor will consider quoting is <i>(A: 500 mts)</i>		Q13: Which of these is not an inland contracting method <i>(A: Memo of understanding)</i>	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
Total Respondents	24	25	24	25	24	25	24	25	24	25	24	25	24	25	24	25	24	25	24	25	24	25	24	25	24	25	24	25		
Total Ans. provided	23	25	24	25	23	25	24	19	18	24	23	24	23	22	14	23	24	20	24	25	22	25	18	19	22	25				
Average	4.70	6.24											6.478	7.55																
Total Correct Ans.			13	16	21	22					13	20			9	14		15								10	16			
Perc. Correct Ans.			54%	64%	88%	88%	*	*	**	**	54%	80%			38%	56%		*60%	**	**	**	**	***	***	42%	64%				

*Question was changed from pre- to post-test to capture specific information offered during presentation

**Respondents supplied qualitative responses as requested, but these are not included in the summary table

***The question did not elicit consistent, reportable responses

Appendix 10
Pre-Test Two: Modules 4 and 6

Name: _____

16. **True** / False: A manager can build in a carryover amount of commodity to be sure they don't run out.
17. FFP requests commodities in quantities of:
- a) 2 mts
 - b) 5 mts
 - c) 10 mts**
 - d) 100 mts
18. Commodity needs are calculated based on:
- a) Ration sizes
 - b) # of distributions per month
 - c) # of recipients
 - d) All of the above**
19. Does USDA pay for surveys on USG Food Aid? **Yes** No
20. To obtain customs clearance, required documents are submitted to:
- a) Customs
 - b) USAID/Washington
 - c) Port Authorities
 - d) a and b
 - e) a and c**
 - f) All of the above
21. Who should be present at the port when your vessel arrives? Circle all that apply.
- a) USDA representative
 - b) PVO representative**
 - c) Surveyor**
 - d) USAID representative

Appendix 10

Post-Test Two: Modules 4 and 6

Name: _____

1. **True** / False: A manager can build in a carryover amount of commodity to be sure they don't run out.
2. FFP requests commodities in quantities of:
 - a) **10 mts**
 - b) 25 mts
 - c) 50 mts
 - d) 100 mts
3. Commodity needs are calculated based on:
 - a) Ration sizes
 - b) # of distributions per month
 - c) # of recipients
 - d) **All of the above**
4. Does USDA pay for surveys on USG Food Aid? **Yes** No
5. To obtain customs clearance, required documents are submitted to:
 - a) Customs
 - b) USAID/Washington
 - c) Port Authorities
 - d) a and b
 - e) **a and c**
 - f) All of the above
6. On a scale of 1 to 10, I feel more comfortable than before filling out an AER.
1 = I was comfortable before 10 = Wow! I am great

Appendix 11: Pre-Post Test 2 Summary Results -- Food Aid Commodity Management Workshop

Test 2 Summary Table

Statistics	Q1: True/False: Manager can build in a carryover amount of commodity to be sure that they don't run out. (A: True)		Q2: FFP requests commodities in quantities of: (A: 10 mts)		Q3: Commodity needs are calculated in based on: (A: All of the above = ration size; # monthly distributions; # recipients)		Q4: Does USDA pay for surveys on USG Food Aid? Yes/No (A: Yes)		Q5: To obtain customs clearance, required documents are submitted to: (A: Customs & Port Authorities)		Q6: Who should be present at the port when your vessel arrives? Circle all that apply (A: Surveyor, Clearing and Forwarding Agent, PVO representative, Shipping line/Vessel agent, Customs agent, Public Health Officer)	Q6 Post: On a scale of 1 to 10, I feel more comfortable than before filling out an AER
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
Total Respondents	23	23	23	23	23	23	23	23	23	23	23	23
Total Ans. provided	21	23	22	23	23	23	23	23	23	23	23	23
Average												8.22
Total Correct Ans.	19	20	7	22	22	23	21	22	15	15	17	
Perc. Correct Ans.	83%	87%	30%	96%	96%	100%	91%	96%	65%	65%	74%	

Appendix 12
Pre-Test Three: Modules 8 and 9

Name: _____

22. True / False: Requests for the disposal of unfit commodities need to be accompanied by Damage or Misuse of Commodity Reports. **False**

23. What claim action should FFP take against an NGO in case of force majeure?
Waive Claim

24. Which of the following are good ways to reduce commodity losses?
a) Dispatch commodities that have most recently arrived in warehouses.
b) Reduce commodity handling.
c) Allow WFP to handle commodity logistics.
d) Preposition as many commodities as possible in areas where there are significant risk of incidents/conflicts.

25. **True** / False: Loss reports are only required to be submitted to USAID for Title II commodities donated to NGOs, and not required for commodities donated to WFP.

26. When destroying unfit commodities, which of the following are acceptable? Circle all that apply.
a) **Burning, then burying.**
b) Dumping in the ocean.
c) Burying in original packaging if buried more than five meters deep.
d) Donating to a brick-making factory.

27. At what time should DMCRS requests be submitted?
Within 30 days of the end of each quarter

28. Claims for which of the following losses are handled in Kansas City?
a) Marine losses
b) Inland losses
c) Internal losses
d) Distributor losses

29. Describe the two ways that the value of lost or misused commodities can be calculated.
Market price of commodities; purchase price plus transport costs

30. **True** / False: According to Reg 11, the preferred method for disposing of unfit commodities is to sell to the highest bidder for alternative use.

Appendix 12

Post -Test Three: Modules 8 and 9

Name: _____

1. True / **False**: Requests for the disposal of unfit commodities need to be accompanied by Damage or Misuse of Commodity Reports.

2. What claim action should FFP take against an NGO in case of force majeure?
Waive claim

3. Which of the following are good ways to reduce commodity losses?
 - a) Dispatch commodities that have most recently arrived in warehouses.
 - b) Reduce commodity handling.**
 - c) Allow WFP to handle commodity logistics.
 - d) Preposition as many commodities as possible in areas where there are significant risk of incidents/conflicts.

4. **True** / False: Loss reports are only required to be submitted to USAID for Title II commodities donated to NGOs, and not required for commodities donated to WFP.

5. When destroying unfit commodities, which of the following are acceptable? Circle all that apply.
 - a) **Burning, then burying.**
 - b) Dumping in the ocean.
 - c) Burying in original packaging if buried more than five meters deep.
 - d) **Donating to a brick-making factory.**

6. At what time should DMCRS requests be submitted?
Within 30 days of the end of each quarter

7. Claims for which of the following losses are handled in Kansas City?
 - a) Marine losses**
 - b) Inland losses
 - c) Internal losses
 - d) Distributor losses

8. Describe the two ways that the value of lost or misused commodities can be calculated.
Market price of commodities; purchase price plus transport costs

9. **True** / False: According to Reg 11, the preferred method for disposing of unfit commodities is to sell to the highest bidder for alternative use.

Appendix 13: Pre-Post Test 3 Summary Results -- Food Aid Commodity Management Workshop

Test 3 Summary Table

Statistics	Q1: True/False: Requests for the disposal of unfit commodities need to be accompanied by Damage or Misuse of Commodities Reports (A: False)		Q2: What claim action should FFP take against an NGO in case of force majeure? (A: Waive claim)		Q3: Which of the following are good ways to reduce commodity losses? (A: Reduce commodity handling)		Q4: True/False: Loss report are only required to be submitted to USAID for Title II commodities donated to NGOs, and not required for commodities donated to WFP. (A: True)		Q5: When destroying unfit commodities, which of the following are acceptable? Circle all that apply (A: Burning, then burying; Donate to a brick-making factory)		Q6: At what time should DMCRS requests be submitted? (A: Within 30 days of the end of each quarter)		Q7: Claims for which of the following losses are handled in Kansas City? (A: Marine losses)		Q8: Describe the two ways that the value of lost or misused commodities can be calculated. (A: Market price of commodities; purchase price plus transport costs)		Q9: True/False: According to Reg 11, the preferred method for disposing of unfit commodities is to sell to the highest bidder for alternative. (A: True)	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
Total Respondents	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20
Total Ans. provided	20	20	12	20	20	20	20	20	20	20	10	17	18		17	18	20	20
Total Correct Ans.	3	3	9	17	17	17	5	16	1	8	0	5	15	16	5	7	5	16
Perc. Correct Ans.	15%	15%	45%	85%	85%	85%	25%	80%	5%	40%	0%	25%	75%	80%	25%	35%	25%	80%

Appendix 14

CAP FFP Questions and Answers

Q. Can a multi-year assistance program be funded with emergency and non-emergency resources?

A: Yes

Q. Country prioritization is determined by?

- a) % of children stunted
- b) % of population living under \$1 per day
- c) % of population undernourished
- d) All of the above

A: d - All of the above

Q. Where can you locate information on specific commodities used in your program?

A: Commodity Reference Guide

Q. How many types of cargo are there?

A: Three types - bulk, break-bulk, containerized

Q. What is the most important facet of effective inland transportation?

- a) Port facilities
- b) Labor
- c) Documentation
- d) Weather

A: c - Documentation

Q. What are some of the alternative actions for inland disruption?

- a) Warehousing
- b) Rail or other trucking companies
- c) Discussion with local authorities
- d) All of the above

A: d – All of the above

Q. What is the minimum a contractor will consider quoting?

- a) 5,000mts
- b) 2,500mts
- c) 500mts
- d) 50mts

A: c - 500 mts

Q. Which of these is not an inland contracting method?

- a) Direct hire through clearing and trucking agent
- b) Through Bill of Lading with ocean carrier
- c) Discharge and inland Contractor
- d) Memorandum of Understanding

A: d - Memorandum of Understanding

Q. True/False: A manager can build in a carryover amount of commodity to be sure the program does not run out.

A: True

Q. FFP requests commodities in what quantities?

A: 10 mts

Q. Commodity needs are calculated based on:

- a) Ration sizes
- b) # of distributions per month
- c) # of recipients
- d) All of the above

A: d - All of the above

Q. Does USDA pay for surveys on USG Food Aid?

A: Yes, (N.B. In future, clarify that it is a *reimbursement to PVOs*)

Q. To obtain customs clearance, required documents are submitted to:

- a) Customs
- b) USAID/Washington
- c) Port Authorities
- d) a and b
- e) a and c
- f) All of the above

A: e - Customs and Port Authorities

Q. Who should be present at the port when you vessel arrives?

A: Surveyor, Clearing and Forwarding Agent, PVO representative, Shipping line/Vessel agent, Customs agent, and a Public Health Officer

Q. True/False: Requests for the disposal of unfit commodities need to be accompanied by Damage or Misuse of Commodities Reports.

A: False (N.B. In future, need to add that a disposition report must be submitted)

Q. Which claim action should FFP take against an NGO in case of force majeure?

A: Waive claim

Q. Which of the following are good ways to reduce commodity losses?

- a) Dispatch commodities that have most recently arrived in warehouses.
- b) Reduce commodity handling.
- c) Allow WFP to handle commodity logistics?
- d) Preposition as many commodities as possible in areas where there is significant risk of incidents/conflicts.

A: b - Reduce commodity handling

Q. True/False: Loss reports are only required to be submitted to USAID for Title II commodities donated to NGOs, and not required for commodities donated to WFP.

A: True

Q. When destroying unfit commodities, which of the following are acceptable? Circle all that apply

- a) Burning, then burying.
- b) Dumping in the ocean.
- c) Burying in original packaging if buried more than five meters deep.
- d) Donating to a brick-making factory.

A: a and d – Burning, then burying; Donating to a brick-making factory

Q. At what time should DMCRS requests be submitted?

A: Within 30 days of the end of each quarter

Q. Claims for which of the following losses are handled in Kansas City?

- a) Marine losses
- b) Inland losses
- c) Internal losses
- d) Distributor losses

A: a – Marine losses

Q. Describe the two ways that the value of lost or misused commodities can be calculated.

A: Market price of commodities, and purchase price plus transport costs (N.B. In the future, need to clarify that “purchase price” is the U.S. acquisition cost to purchase the commodity, plus associated transport/handling costs)

Q. True/False: According to Reg 11, the preferred method for disposing of unfit commodities is to sell to the highest bidder for alternative use.

A: True

Appendix 15a
Compilation of Respondent Evaluations to Questions 1-5; 16-23; 25; 27-30

Respondent #	1	2	3	4	5
1. Years of experience	5.5	15	10	10	12
2. What did you expect from this workshop?	To share the best practice with colleagues	AER preparation and FFP program cycle as well Reg 11	Update my food management skills and learn from other country food program.	To learn about FFP?USAID policy and commodity management	My expectations are all met and they are as follow: warehouse management, software for commodities tracking
3. Did this workshop meet your expectations?	Definitely Yes, very rich in for information	More than expected	Yes, it gave me a good update of different tools, formats, best practices and first hand experience of my colleagues.	Yes, learn more a lot about FFP/Call forward and effective commodity management cycles	My expectations were largely met: warehouse management, software for commodities tracking, port operations
4. Did the workshop to into sufficient depth about food aid commodity management?	Yes, however we talked a little about food distribution	Yes. But additional workshop is required on QWICR.	Yes, taking in the size of the group and the time available, it was good.	Specially clear discussed/explained about policy, regulations	This workshop goes deeply in commodities management except food distribution in the field
5. Please give up to three specific examples of things you learned from the modules	<ul style="list-style-type: none"> - The Dos and Don'ts of budgeting - The Dos and Don'ts of AER & Pipeline to.. - The mitigation of losses 	<ul style="list-style-type: none"> - In preparing AER, there should be opening balance until next consignment arrives. - August – Nov is a time to make calls - Round-up call forward commodities to the nearest 10th 	<ul style="list-style-type: none"> - the importance of logistics and budget - the new tools to prepare AER's; commodity pipelines, etc. - Reg 11 sections in more depth 	<ul style="list-style-type: none"> - About the preparation of the call forward AER - Port management - handling process (detailed) of damaged loss food commodities 	<ul style="list-style-type: none"> - QWICR - Port operations - Preparation of AER
16. Please tell us the two modules that were the most useful to you and why:	<ul style="list-style-type: none"> - Warehousing - Management 	<ul style="list-style-type: none"> - AER, to make call on time & the right quantity - QWICR, to prepare quarterly reports 	<ul style="list-style-type: none"> - Logistics and budget. Helps to better plan budgets and operations. - Pipeline management: gave a clear picture of a good planning 	<ul style="list-style-type: none"> - Module 4 was really new to me and I will be able to prepare the AER - QWICR, module 10: it was new to me and capable to handle 	<ul style="list-style-type: none"> - QWICR - Port operations

Appendix 15a
Compilation of Respondent Evaluations to Questions 1-5; 16-23; 25; 27-30

17. Please tell us the two modules that were the least useful to you and why:	- Budgeting / picked some great ideas. - AER: Can now fill an AER.	- None	- Reporting QWICR – Need more time and practice - Warehouse field trip – needed more clarity of the plan, for the visit.	n/a	n/a
18. If you could add another topic to the workshop, what would it be?	- Distribution management - Monetization of Title II commodities	I am fine with contents	n/a	Regional based warehouse and management plan for emergency response	Commodities distribution
19. Please tell us which activities were the most useful and why	Modules 4, 03, 06	- Module 3: budgeting & logistics planning - AER preparation exercise: Module 4 - QWICR demonstration: Module 10	- Module 3, see answers above - Module 4, see answers above Module 5, good examples how to handle inland transport.	- Module 4: AER preparation: this is very important to make plan for effective management of food aid - QWICR demonstration: Ensuring proper recordkeeping and donor's reports	- QWICR, it will facilitate the reporting - DCMR case studies, it helps me understand how to follow DCMR -AER preparation exercise, I use to prepare the AER now I have better understanding.
20. Was it useful to talk with colleagues from FFP programs in other countries? Why?	Definitely Yes: we shared experience.	Yes, to share experience	Yes, to compare experiences and create a support network.	Yes, because sharing the experience for solving problems and effective food and commodity management	It was useful talking with other colleagues from FFP program in other country because I learned a lot from their experiences.
21. Was it useful to talk with FFP staff from USAID? Why?	Definitely Yes: we shared challenges and successes in the field.	Yes, to share experience	To exchange concerns and strengthen the communication and mutual understanding about Food Management	Yes, I think it is the opportunity to clarify the policy issues and ensuring proper food commodity management	It is also useful to talk to FFP staff from USAID because they have shared many knowledge on FFP that I had difficulties to understand in the past.
22. Was the group presentation experience helpful in learning? Why?	Yes! It was hand on and an eye opener.	Yes, we applied what we learnt into practice.	Yes, it was a good way to consolidate the all week and review all the module again	Yes, but need to think in future fir more effective	The group presentation experience is helpful for me because I learn presentation skills from the different groups.

Appendix 15a
Compilation of Respondent Evaluations to Questions 1-5; 16-23; 25; 27-30

23. How will you use your group presentation when you return to your country?	Impart knowledge to my colleague & improve my work.	On monthly PSNP staff meeting, I will make a presentation.	I will use all groups presentations to update my office	My plan is that need to review the whole module again and prepare a plan to share the policies, arranging training	Once I return in my program, I will work on my presentation in taking in consideration the remarks that have been done by my colleagues.
25. What unexpected things did you learn from being at this workshop?	Reg 11 (understanding and appreciating the regs).	I learned to my expectations	The importance to document losses, and make sure it gets resolve quickly.	n/a	Survey
27. We are trying to determine who can benefit most from this kind of training. What the job titles of people who should be invited if we hold another workshop?	Logistician, warehouse officers/managers, distribution officers/managers, commodity operations managers (02-10 years experience), monetization officers	The commodity officers; a beginner and above, it is important workshop for all.	I will recommend to include a mix of logistics and program, so program managers are a good option.	My recommendations are: need separate group different type of module, need to think about selection of facilitators - minimum experience 5 years-	In my office, I will recommend the logistics officer, warehouse manager, the CTS officer and commodities officer.
28. What jobs/roles might be bored by or otherwise not find value in this training?	Finance officers, chiefs of parties, program managers	Practically we have commodity officers	It depends on each individual experience.	Need to develop separate module for different level of participants	The staff mentioned above will value the training.
29. What is one thing about this workshop we should not change?	Group presentations	The system	Diversity of people, different countries, different years of experience.	Duration of training/workshop	The animation during the workshop is fine and need to be kept.
30. What is one thing about this workshop we must change?	Location of venues is near city centre so that participants can get to it Know the night life of the area.	May be place of workshop	n/a	Need more professional facilitator	The time is short and need to be extended.

**Appendix 15b
Compilation of Participant Evaluations**

Years of commodity management experience	Range Years of commodity management experience	Rate Module 1 on a scale of 1 to 5		Rate Module 2 on a scale of 1 to 5		Rate Module 3 on a scale of 1 to 5		Rate Module 4 on a scale of 1 to 5		Rate Module 5 on a scale of 1 to 5		Rate Module 6 on a scale of 1 to 5		Rate Module 7 on a scale of 1 to 5		Rate Module 8 on a scale of 1 to 5		Rate Module 9 on a scale of 1 to 5		Rate Module 10 on a scale of 1 to 5		
		This module was useful	This module was clear	This module was useful	This module was clear	This module was useful	This module was clear	This module was useful	This module was clear	This module was useful	This module was clear	This module was useful	This module was clear	This module was useful	This module was clear	This module was useful	This module was clear	This module was useful	This module was clear	This module was useful	This module was clear	
0.1	0 - 1	5		4	4	4	4	5	4	5	3	5	5	5	5	5	4	4	3	5	2	
0.5		4	4	4	4	4	4	4	4	4	3	4	4	4	4	4	3	4	3	4	4	
0.5		5	5	5	5	5	5	5	5	5	4	4	4	4	3	3	4	4	3	4	4	
1		5	4	5	4	5	4	5	4	5	5	5	5	4	5	5	5	5	5	4	5	3
1		4	4	3	3	5	5	4	4	4	4	4	4	4	2	4	5	5	4	4	5	5
0.75		4.6	4.25	4.2	4	4.6	4.4	4.6	4.2	4.4	3.8	4.4	4.4	3.6	4.2	4.6	4.2	4	3.6	4.6	3.6	
3.5	1.1 - 5	4	4	5	4	5	4	4	4	5	4	5	5	4	4	4	4	4	4	4	3	
4		5	4	5	4	5	5	5	4	5	4	5	5	5	5	5	5	5	5	5	3	
4.5		4	4	5	5	5	5	5	5	5	5	5	5	5	4	4	4	4	4	3	5	4
5		4	4	2	2	4	4	4	4	4	4	4	4	4	3	3	4	4	3	3	1	1
5		5	4	4	4	5	5	5	5	5	5	5	4	5	4	5	3	5	4	4	4	4
4.4		4.4	4	4.2	3.8	4.8	4.6	4.6	4.4	4.8	4.4	4.8	4.6	4.2	4	4.4	4	4.2	3.8	3.8	3.8	3
5.5	5.1 - 10	5	4	4	4	5	5	5	5	4	4	5	5	4	4	5	5	4	4	4	3	
7		4	4	4	4	5	5	5	5	4	4	4	4	4	4	5	5	5	5	5	5	
7		4	4	5	5	4	4	5	4	5	3	5	5	4	3	5	5	5	5	5	4	
8		5	4	4	5	4	4	5	4	4	5	5	5	5	5	5	5	4	4	4	3	
10		4	4	5	4	4	4	5	4	4	3	4	4	4	5	5	4	4	3	4	4	
9		4	4	5	5	5	5	5	5	5	4	5	5	5	5	5	5	4	4	5	3	
10		5	5	5	5	5	4	5	5	5	5	5	5	4	4	5	5	5	5	5	4	
8.1		4.4	4.1	4.6	4.6	4.6	4.4	5.0	4.6	4.4	4.0	4.7	4.7	4.3	4.3	5.0	4.9	4.4	4.3	4.6	3.7	
15	10.1 - 16	5	4	5	5	5	3	5	5	5	4	5	5	5	5	5	5	5	5	5	3	
16		3	3	4	4	4	3	4	4	4	3	4	4	4	4	4	3	4	3	4	4	
12		4	4	4	3	3	4	5	4	5	4	5	5	5	4	4	4	4	5	4	4	
14.3		4.0	3.7	4.3	4.0	4.0	3.3	4.7	4.3	4.7	3.7	4.7	4.7	4.7	4.3	4.3	4.0	4.7	4.0	4.3	3.7	

Overall averages	6.2	4.4	4.1	4.4	4.2	4.6	4.3	4.8	4.4	4.6	4.0	4.7	4.6	4.2	4.2	4.7	4.4	4.3	4.0	4.4	3.5
-------------------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------