



USAID
FROM THE AMERICAN PEOPLE



COUNTERPART

Institutional Capacity Building Grant 2003-2008
MIDTERM EVALUATION

September 11, 2006

Submitted to: USAID/Washington DC

Grantee: Counterpart International
Cooperative Agreement: AFP-A-00-03-00028-00
Contact: David Cohen, Vice President, at dcohen@counterpart.org

COUNTERPART INTERNATIONAL, INC.

1200 18TH St., NW
Suite 1100
Washington, D. C. 20036
USA
Tel: 202/296-9676
Fax: 202/296-9679

Table of Contents

Executive Summary

1 Introduction	3
1.1 Counterpart International Inc.	
1.2 Institutional Support Grant Goals	
1.3 Review Process	
2 Progress Made to Date	5
2.1 CPI's management of food security programming	
2.2 CPI capacity to design high quality Title II programs	
2.3 Collaboration and formation of strategic partnerships	
3 Conclusions	8
3.1 Assessment of the added-value capacity to FSSA Division	
3.2 Identified gaps and constraints	
3.3 Recommendations	
4 Final Statement	12

Appendices

- A. Biographical Summary-Douglas Taren
- B. Terms of Reference
- C. Schedule of Meetings in Washington DC and Telephone Interviews
- D. Indicator Performance Tracking Table
- E. Performance Indicator Narrative

Executive Summary

The Food Security and Sustainable Agriculture Division for Counterpart International Inc. (CPI), obtained a Institutional Capacity Building (ICB) Grant to:

- To strengthen CPI's management of food security programming
- To strengthen CPI's capacity to design high quality Title II programs
- To strengthen collaboration and formation of strategic partnerships

This report constitutes an internal midterm evaluation of the accomplishments that occurred during the first 30 months of the program. It also provides input on how to move forward during the second half of this program period.

Three main tasks were identified for this review and presented in the following list:

- Assess the added-value capacity to FSSA Division in terms of developing, implementing, and monitoring Food Security programs linked with agriculture, nutrition, and HIV/AIDS.
- Identify the gaps and constraints in line with the resources necessary to strengthen the of FSSA to Assess the organizational structure of FSSA Division to design and implement high quality Title II programs with technical focus on agriculture, nutrition, and HIV/AIDS.
- Make recommendations on functional, administrative, and technical areas to strengthen FSSA.

The methodology for this review included a series of key interviews with CPI personnel, including the FSSA staff in at main CPI office in Washington DC, and field staff and senior management. The review also included a survey of key documents including the ICB Grant goals, Development Activity Program (DAPs), program progress reports, trip reports, and country profiles.

The findings from this review indicate that the strengths of this program clearly outweigh any weaknesses. CPI is on target to meet its goals for the ICB. It now has been funded to work on four Title II programs. It is the lead organization in Senegal. It has a substantial role on the three other projects in Tajikistan, Ghana, and Honduras. At the time of this report, several other multi-year assistance programs (MYAPs) were under review including Guatemala and Mauritania. It has built a young and energetic staff within its Division of Food Security and Sustainable Agriculture (FSSA) that can provide technical assistance and backstop their programs. The technical assistance personnel focus on nutrition, HIV, and sustainable agriculture. Backstopping projects at the time of the review was also being done by technical staff and an interim program management coordinator. The in-country staff has experience with managing Title II Programs and has been able to keep country based programs on target. Opportunities for staff training are provided on a consistent basis. The ICB has resulted in a sufficient quantity of programs and trainings being conducted at headquarters and at as part of the Title II programs.

The ICB has allowed the FSSA to support their technical experts in nutrition, HIV and agriculture. It has allowed CPI to obtain several Title II projects and provide training to CPI staff in at their headquarters and for in-country personnel. More importantly, according to the Lelei Lelaulu, CEO of CPI, the ICB has allowed the organization to think about how food security plays an important role in many aspects of development and programs provided by CPI.

The major gap has been the lack of a consistent and established program management coordinator and technical expert for nutrition. This has led to a significant shortage of professional staff within the FSSA.

Although the programs have been able to move forward, this shortfall has not allowed the ICB to reach its potential.

The primary recommendations from this review are:

- CPI and the FSSA Division need to build their niche in the food aid community. The possibilities are there for HIV and for creating unique programs. This niche need not only be defined as a health topic such as HIV, but it could be within a geographic region or by linking with the other divisions with CPI to combine food aid with other development goals and objectives including civic societies or even tourism.
- The major constraint has been the limited number of DAPs which CPI is the primary contractor. This statement is not to take away from the success of working on a total of four DAPs especially in light of the short start up time. However, being the primary organization on a program will allow the FSSA to build their own capacity to integrate nutrition, HIV and sustainable agriculture into their infrastructure and not just responding to the needs of other organizations and groups.
- Multisectorial programs are needed. The interest is present but a more strategic plan needs to be developed that includes plan for expanding the current staff to what would be needed to effectively implement new programs.
- CPI is not a first responder when it comes to food aid. However, it has developed the track record with food aid with regards to both USAID and USDA programs. It may be time for FSSA to expand its efforts and provide food aid during emergency situations and link this support to development programs. CPI is able to conduct rapid assessments regarding food security, it has expertise in food aid and it has developed relationships with shipping agencies.
- CPI and the FSSA Division need to build their niche in the food aid community. The possibilities are there for HIV and for creating unique programs. This niche need not only be defined as a health topic such as HIV, but it could be within a geographic region or by linking with the other divisions with CPI to combine food aid with other development goals and objectives including civic societies or even tourism.

1. Introduction

This report provides a review of the progress made to date for the United States Agency for International Development (USAID) institutional capacity building grant (ICB) provided to Counterpart International Inc. (CPI). The review included three main activities: Interviews with headquarter staff, review of documents, and interviews with two chief of parties for Title II programs. An on-site visit to the CPI office in Washington DC was made to conduct interviews with headquarter staff and to obtain and review documents pertaining to the ICB, and later phone interviews were made with the two chief of parties. This review was conducted to determine if CPI was meeting its contracted goals, to determine the quality of the programs being conducted and to provide input into how to improve the existing and future programs. The review was conducted between July 31, 2006 and September 4, 2006.

Given that the purpose of this review was to focus on how to improve the program and not just laud its accomplishments, the identified gaps and recommendations should be considered the primary parts of this program. Thus, these sections lay out many options that CPI may take in the future to strengthen their Title II programs.

1.1. Counterpart International Inc.

Counterpart International (CPI) was founded in 1965 as the Foundation for the Peoples of the South Pacific. CPI documents state that its single organizational purpose has been to strengthen the capacity of local communities to meet their self-defined needs in sustainable, practical and culturally appropriate ways. It focuses on a skill set that includes food security, sustainable agriculture, economic development, health, civil society and the environment. CPI currently has a presence 30 countries across five continents. CPI programs focus on: Civil Societies, Community & Humanitarian Assistance Programs, Food Security & Sustainable Agriculture, Global Health & Child Survival, Economic Development, Sustainable Tourism, and Environment & Conservation.

The mission statement for CPI states that it is a nonprofit organization dedicated to building a just world through service and partnership. CPI gives people a voice in their own future through smart partnerships, offering options and access to tools for sustained social, economic and environmental development. CPI has forged strategic partnerships in the public and private sectors to help people improve the quality of their lives and revitalize their communities in more than 60 nations.

CPI has a global staff of nearly 300 employees and had an operating budget for fiscal year 2005 of \$116 million. The largest portion of this budget came from contributed services and materials (approx \$88 million), followed by US government grants (approx \$22 million). Since establishing its Food Security unit in 1998 and at the start of this program, CPI had managed a \$14,000,000 portfolio for 15 food security and sustainable agricultural programs in 11 countries. CPI's programs draw upon the specializations of CPI headquarters' staff, field staff, partner organizations and agencies, academic partners, consultants, as well as the greater development community.

CPI's food security programs are managed by CPI's Food Security and Sustainable Agriculture (FSSA) division which covers a diverse set of geographic, cultural and political environments. Its programs have been funded principally through the United States Department of Agriculture's Food for Progress and 416(b) initiatives, with supplemental resources provided by commodity groups, foundations and private donors. CPI's Food Security programs at the start of the ICB grant were based in Senegal, Vietnam, Philippines, Bosnia & Herzegovina, Albania, Georgia and Tajikistan. Current programs funded through USAID Title II Food for

Peace Programs are now based in Senegal, Vietnam, Tajikistan, Honduras, and Ghana and equal approximately \$36.8 million dollars in funds.

1.2 Institutional Support Grant Goals

The three main goals stated in the ICB Grant are:

- To strengthen CPI's management of food security programming, CPI will hire staff with strong Title II experience; provide headquarters and field staff training in management; customize a food aid logistics system to track large amounts of food from point of origin to end-user; and train headquarters and field staff in management and logistics systems to deliver effective food aid programs. Training will focus on management systems and monetization procedures.
- To strengthen CPI capacity to design high quality Title II programs, CPI will analyze food insecure vulnerable populations in stressed environments with food security vulnerability profiles and conduct participatory food security assessments. A voluntary Food Security Advisory Committee comprised of food, agriculture, health, nutrition and other experts will provide advice and counsel. A monitoring, evaluation, and reporting system will build on existing systems. CPI will also hire new staff with strong technical expertise in HIV/AIDS and nutrition.
- To strengthen collaboration and formation of strategic partnerships, CPI will contribute to discussions with USAID of Title II program results; actively participate in relevant FFP initiatives; expand our role with the food security community through FAM; participate in relevant international professional events; prepare and disseminate materials that can be readily used or adopted for the air or in print; and garner additional food resources and donations to complement Title II resources.

1.3 Review Process

CPI set up an independent consulting contract with Douglas Taren, PhD (**Appendix A**). The purpose of this contract was to have Dr. Taren provide FSSA Management with an outside review of the progress of the USAID ICB Grant after 2.5 years of implementation and to provide recommendations on strengthening the process (**Appendix B**).

Three main tasks were identified for this review and presented in the following list:

- Assess the added-value capacity to FSSA Division in terms of developing, implementing, and monitoring Food Security programs linked with agriculture, nutrition, and HIV/AIDS.
- Identify the gaps and constraints in line with the resources necessary to strengthen the of FSSA to Assess the organizational structure of FSSA Division to design and implement high quality Title II programs with technical focus on agriculture, nutrition, and HIV/AIDS.
- Make recommendations on functional, administrative, and technical areas to strengthen FSSA.

The methodology for this review included a series of key interviews with CPI personnel, including the FSSA staff in at main CPI office in Washington DC, and field staff and senior management. The schedule and individuals interviewed are provided in **Appendix C**. The review also included a survey of key documents including the ICB Grant goals, Development Activity Program (DAPs), program progress reports, trip reports, and country profiles (**Appendix D**).

2. Progress Made to Date

CPI is on target to meet its goals for the ICB. It now has been funded to work on four Title II programs. It is the lead organization in Senegal. It has a substantial role on the three other projects in Tajikistan, Ghana, and Honduras. At the time of this report, several other multi-year assistance programs (MYAPs) were under review including Guatemala and Mauritania. It has built a young and energetic staff within FSSA that can provide technical assistance and backstop their programs. The technical assistance personnel focus on nutrition, HIV, and sustainable agriculture. Backstopping projects at the time of the review was also being done by technical staff and an interim program management coordinator. The in-country staff has experience with managing Title II Programs and has been able to keep country based programs on target. Opportunities for staff training are provided on a consistent basis. The quantity of programs, training and service provided in-country is adequate.

2.1 CPI's management of food security programming

CPI will hire staff with strong Title II experience; provide headquarters and field staff training in management; customize a food aid logistics system to track large amounts of food from point of origin to end-user; and train headquarters and field staff in management and logistics systems to deliver effective food aid programs. Training will focus on management systems and monetization procedures.

Headquarter and Field Staff

The staff within FSSA is able to provide important support to the development, implementation and evaluation of food security programs. However, the staff is young and has not yet had extensive Title II experience. This is partly due to just starting Title II programs within CPI. Two of the three staff members who provide technical assistance were hired just after completing a Master of Public Health Program. Other team members were also new to the area of food security and Title II field including the Program Development Coordinator. Nonetheless, this person has been able to work closely with the technical advisors and put together successful DAPS.

There also has been a lot of turnover with regards to the Program Management Coordinator who would be the primary point person to oversee the Title II programs on a day-to-day basis. At this point, CPI is in the process of recruiting a new Program Management Coordinator and several candidates have the experiences that are needed to fill this position. Given CPI's past experience with a high turnover within this position, the bar has been raised to hire someone with extensive Title II experience and who has a stable work history.

The review of field staff qualifications was limited. CPI has several outstanding managers such as in Senegal which is their largest program and in Ghana. Program leadership has been strong in 3 other countries with turnover only in one country. The leadership teams have managed programs with very good oversight and they have been able to overcome problems when they have occurred. There has only been one country (Tajikistan) where the leadership has had a high turnover in personnel. However, even in this situation, the program is meeting its programmatic goals.

Staff Training in Management

The breadth of training has included many aspects of Title II programs and general management topics that go beyond just food security programs. Management training has included having headquarter staff attend MIS, monetization, and food commodity tracking. Skype training has been provided to staff to improve communications. Technical training has included workshops on growth monitoring, mother-to-child HIV

transmission, and how to use of various food products in Title II programs, including soy and sweet potatoes.

To the credit of the management team, several members already possess an MPH degree which includes some background in program management. Ongoing updating of management and technical knowledge is being provided to FSSA staff with Brown Bag seminars. The FSSA also has input on CPI's Friday letters. These letters are another way to increase training of FSSA Staff but also for others divisions within CPI.

Training of local staff is being provided by FSSA headquarter staff during site visits. Local staff members are also being sent to workshops in country and within their region.

Customize Food Tracking System

It has taken CPI some time to develop a food tracking system and a computerized system is still underdevelopment. CPI initially consulted with CARE to develop an in-house commodity tracking system by modifying CPI's existing CHAPBase software. This system was developed and pilot tested. Unfortunately, it was not successful due to the difficulty of taking a system designed for pharmaceutical tracking and modifying it to track commodities and having it meet the special requirements for USAID Title II programs. After consulting with Joe Gerstle, CPI decided to forego the CHAPBase system and now has successfully negotiated with World Vision to obtain and modify their commodity tracking system. However, at the time of the review this system had yet to be implemented.

Staff Training on the Delivery of Food Aid Programs

The headquarters' staff has had training on the development of food tracking systems, use of different commodity foods, and on how to conduct anthropometry training and interpret anthropometry measures. Environmental compliance training was provided to CPI staff and to various organizations. CPI has worked effectively to support field staff training by coordinating regional workshops. In house training was conducted by CPI on forest gardens as an opportunity to integrate programs within CPI across divisions. It was evident that each year strategic decisions were made about what areas of training were needed at that time. However, no long-term plan and schedule was available to review for future training.

2.2 CPI capacity to design high quality Title II programs

CPI will analyze food insecure vulnerable populations in stressed environments with food security vulnerability profiles and conduct participatory food security assessments. A voluntary Food Security Advisory Committee comprised of food, agriculture, health, nutrition and other experts will provide advice and counsel. A monitoring, evaluation, and reporting system will build on existing systems. CPI will also hire new staff with strong technical expertise in HIV/AIDS and nutrition.

Country Profiles

The country profiles for Haiti, Senegal and Ethiopia were reviewed. Haiti and Senegal were outstanding country profiles and both were conducted by MPH graduate students. These profiles included national and sub-national information that provided guidance to the kinds and location of potential food security programs. They were comprehensive in that they provided an overview of the sociopolitical, health and nutritional status of the countries and regions within the country. Given the timeliness and dynamics of food security, these reports will remain timely within the near future. The report for Senegal was probably the weakest of the three, but this shortcoming is of less importance as a Title II project was actually funded to be conducted in Senegal.

Food Advisory Committee

The Food Advisory Committee has been formed and consists of a diverse group of experienced academic and program professionals. The FSSA staff meets with members of the advisory committee on an individual basis but has yet to meet as a group. The committee members are able to contribute to the development, implementation and evaluation of the Title II programs on a more consistent basis. It may be reasonable to have a meeting with the committee to find out what is the best way that CPI can utilize this advisory committee.

Monitoring, Evaluation and Reporting System

Reports for the ICB grant have been forthcoming. These reports include field trip reports, individual project reports and the annual reports for the ICB Grant.

Two annual ICB reports were reviewed (FY 03-04 and FY 04-05) along with the annual work plan for FY 06-07. Each of these reports provides CPI's progress to date regarding the three major outcome areas along with the progress to date regarding the ICB Intermediate Results. However, the format for these reports is not consistent. Clearly each of these reports has strengths in their format. However, for review purposes one format would be beneficial. The initial format from the FY03-04 format which includes a table identifying the progress made toward the intermediate results was the most helpful and easiest to read.

CPI has also worked on developing a monitoring and evaluation working group. This group has been given FANTA produced materials to assist with the effort. Additional training has also been given on management information systems to this group.

Technical Expertise

CPI has created positions for their nutrition and HIV experts. The individuals who work in these areas have strong academic backgrounds, both with an MPH from Tulane University. The technical experts have a lot of knowledge about their respective area of expertise. However, neither person has sufficiently utilized their expertise to integrate these areas into the Title II programs. The nutritionist position has turned over two times now and there is currently a search to hire a third technical advisor in nutrition in as many years. Furthermore, the nutritionist in the past year was only part time and used much of her time to help backstop programs. The technical advisor for HIV is working on developing projects. However, at this point, his input into ongoing Title II programs is minimal as HIV is not yet a focal point for any of these projects. GIS training was provided to headquarter staff. This methodology can be used to plan, monitor and evaluate various health programs.

2.3 Collaboration and formation of strategic partnerships

CPI will contribute to discussions with USAID of Title II program results; actively participate in relevant FFP initiatives; expand our role with the food security community through FAM; participate in relevant international professional events; prepare and disseminate materials that can be readily used or adopted for the air or in print; and garner additional food resources and donations to complement Title II resources.

Interactions with USAID Title II Programs

CPI has submitted a total of six DAPs to USAID. Four were submitted and funded during the first year of the ICB. These are being conducted in Senegal, Tajikistan, Honduras and Ghana. During the second year of the ICB no DAPs were submitted. This past year two additional DAPs were submitted and they were to

Guatemala and Mauritania. In addition to obtaining Title II funds, CPI has been taken leadership on hosting several Food for Peace programs.

Participate in FFP Initiatives

CPI works closely with the Coalition for Food Aid. It hosts Title II meetings and developed a Food Security Resource Center.

Expand Role in Food Security through FAM

CPI won the bid to build the FAM library. It is now working to reorganize PVOs based on shared concerns since the dissolution of FAM. However, information from the development of the library is still an available resource.

Participate in Professional Events

The FSSA staff members are participating in numerous professional events in the Washington DC area, and at national and international meetings including such meetings as the World AIDS Conference, and the American Anthropological Association. These events also include professional workgroups and conferences that focus on food security and HIV. CPI has had a continual presence at many meetings that focus on the food security including the World Food Prize Symposium and the Coalition for Food Aid meetings.

Disseminate Materials

The CPI staff is now starting to write and publish information. They are also presenting papers at national and international meetings. This dissemination has also included several presentations at academic institutions. In addition to published professional papers, news articles are often authored by CPI staff.

Garner Additional Donations to Complement Title II Resources

FSSA is starting to work toward obtaining funds from multiple sources to support their activities. Many of these funds include donations of commodity such as 16 metric tons of textured soy protein for Senegal and 135 metric ton of barley and 10 metric ton dehydrated potato flakes. Cash donations have also been made by Rotary International and the Harold Simmons Foundation.

3 Conclusions

3.1 Assess the added-value capacity to FSSA Division in terms of developing, implementing, and monitoring Food Security programs linked with agriculture, nutrition, and HIV/AIDS.

The ICB has allowed the FSSA to support their technical experts in agriculture, nutrition and food security. It has allowed CPI to obtain several Title II projects and provide training to CPI staff in at their headquarters and for in-country personnel. More importantly, according to the Lelei Lelaulu, CEO of CPI, the ICB has allowed the organization to think about how food security plays an important role in many aspects of development and programs provided by CPI.

It is clear that without the ICB, the FSSA Division would not have the resources at headquarters to provide the staff and additional training that is needed to backstop their Title II programs. The ICB has

been used to leverage support from other resources including in-kind commodity donations. Having an ICB grant has allowed the FSSA Division to interact with other providers of Title II programs. This has allowed CPI to build their FSSA Division.

3.2. Identify the gaps and constraints in line with the resources necessary to strengthen the FSSA Division to assess the organizational structure of FSSA Division to design and implement high quality Title II programs with technical focus on agriculture, nutrition, and HIV/AIDS.

- The major gap has been the lack of a consistent and established program management coordinator. As more DAPs are implemented, it may necessary to have more program management coordinator.
- The major constraint has been the limited number of DAPs which CPI is the primary contractor. This statement is not to take away from the success of working on a total of four DAPs especially in light of the short start up time. However, being the primary organization on a program will allow the FSSA to build their own capacity to integrate nutrition, HIV and sustainable agriculture into their infrastructure and not just responding to the needs of other organizations and groups.
- There is limited historical memory within the FSSA. This is due to being a relatively new division but also due to the high turnover rates within program management and with their technical advisors. For this reason, the division needs to improve its record keeping systems. This includes an on-line directory of reports, meeting notes, etc. The infrastructure is there but during my on-site visit, it was difficult to get hold of these materials.
- In light of the turnover, the program needs to implement training for successive leadership. This can be strategically implemented by developing an accessible record of meeting notes, and having more than one person who can act as a program management coordinator. The working groups that have been designed is a start toward this cross-training but it was not clear how well they are being implemented.
- It was difficult to assess the quality of programs. The annual reports are fine and provide the quantitative data necessary for accountability. However, there was some concern by CPI inside and outside of the FSSA Division that providing numbers is not sufficient for evaluating the quality of programs and thus their true impact on both program indicators and overall development of targeted regions.
- CPI is not a first responder when it comes to food aid. However, it has developed the track record with food aid with regards to both USAID and USDA programs. It may be time for FSSA to expand its efforts and provide food aid during emergency situations and link this support to development programs. CPI is able to conduct rapid assessments regarding food security, it has expertise in food aid and it has developed relationships with shipping agencies.
- CPI has technical people in nutrition, HIV and sustainable agriculture. It seems that these technical advisors should be providing more technical input into new and existing programs and they should conduct less backstopping activities at headquarters and in the field.
- CPI and the FSSA Division need to build their niche in the food aid community. The possibilities are there for HIV and for creating unique programs. This niche need not only be defined as a health topic such as HIV, but it could be within a geographic region or by linking with the other divisions

with CPI to combine food aid with other development goals and objectives including civic societies or even tourism.

3.3. Recommendations on functional, administrative, and technical areas to strengthen FSSA.

This final section provides recommendations based on the three areas identified in the Statement of Work for this review.

Functional Areas to Strengthen FSSA

- Apply the current infrastructure. Due to staff turnover, the technical experts have been providing backstopping. This due to not having an experienced program management coordinator.
- The working groups have been helpful in view of not having a program management coordinator.
- There needs to be a method for staff to be promoted. The flat infrastructure currently in place provides little vertical movement for technical experts and middle level managers. This is one of the contributing factors to staff turnover which has stymied program growth.
- Multisectorial programs are needed. The interest is present but a more strategic plan needs to be developed that includes plan for expanding the current staff to what would be needed to effectively implement new programs.
- Build more in-country infrastructure. One result of being the subcontractors on the majority of projects is some of the training that is being conducted is not for CPI staff and the greater beneficiaries are other organizations. This is not strengthening CPI's capability to have quality staff in country that will be able to carry on future projects once CPI has already established itself in a region.
- Leadership and team building can be enhanced. The overall demeanor of the FSSA office was positive, but there was also frustration in the staff with regards to their function. It seems that the structure for a strong division is present, but it now needs to have the additional support for the backstopping and technical support. Greater support can be given to the technical experts in nutrition, HIV and sustainable agriculture. This takes funds and is also dependent on a purpose. However, once these areas grow, then the technical experts can supervise staff members can develop materials for various programs. This will take additional leadership and team building skills within the FSSA division.

Administrative Areas to Strengthen FSSA

- There were consistent statements made that more oversight and input is needed into the direction of the FSSA division and for the day-to-day operations of funded programs. Many thought this needed to be done by head of the division. However, given the demands that this person has while also being a vice-president within the CPI management team, this responsibility needs to be shared with a division manager. This could become the Program Management Coordinator or a new position of Senior Program Manager could be created.

- More oversight with regards to the specific Title II programs. The VP for the FSSA and program management coordinator should make a visit to the country field sites at least once every year. These can be scheduled so several programs can be visited in a cost effective manner and thus could be grouped by geographical region. One visit that is absolutely necessary is at the start up of the program so field staff including the Chief of Party can obtain more specific information on program implementation should proceed.
- The FSSA has regular staff meetings. However, these meetings need to occur weekly and should have a repository for standard minutes. These minutes will then direct the division with regards to what actions need to be taken and to more long term goals and objectives.
- Similarly, the division needs to develop standardized templates for all field trip reports and for all project annual reports and use them consistently. The two tables that have been most helpful with this review are the "Performance Measures by Intermediate Results" and "Impact Performance by Intermediate Results" with the later indicating the percent of the target achieved.
- Greater organization and communication within the section is needed. It was often difficult to get documents that were part of the program. This is also needed due to the high turnover rate that has occurred within the division's staff. A potential solution would be to invest into an administrative assistant for the head of the division.
- Interns need to be experienced within international health before coming on board especially if they are being placed at the headquarters' office. This should be limited to graduate students until a larger infrastructure is in place. The selection of interns and matching with projects must be selected with care. It would be preferable that a staff member elect to take on an intern before they arrive rather than having them assigned to a person. In most cases, it must be assumed that there will need to be considerable input from the Counterpart staff to assist the interns with their projects.

Technical Areas to Strengthen FSSA

- Future trainings on how to integrate nutrition, sustainable agriculture and HIV should be undertaken. This could be a group training that utilizes the expertise of the advisory committee.
- A Program Management Coordinator needs to be hired. This person must be maintained. Currently there is not sufficient backstopping of projects even though the FSSA has developed working groups. This has been fine during the interim, but one and maybe two program management coordinators may be needed. It is recommended that there be at least 1 program management person for every 3 projects. Time in the field for this program coordinator would probably consist of several weeks per project. If more than one program management coordinator is hired, the division of labor could be by geographic area or by topic area. Which ever system is used, these people need to have in-depth knowledge of the programs. The program management coordinator(s) will work closely with the field teams to overview the progress reports, provide final reports to USAID, etc. These individuals have to be able to work with USAID guidelines. They also need to be able to work with the VP for the division and develop workplans with the technical experts.
- The next area of expansion for the FSSA division could be into emergency food aid. This is a natural area of expansion now that it has built up it experience with food transport systems and

title II programs. CPI could build a needed niche by combining emergency food aid with its already established expertise on development.

4 Final Statement

The strengths of this program clearly outweigh any weaknesses. The individual Title II projects are meeting their landmarks. The majority of management issues can be resolved by having a more stable staff and this can be done by creating an infrastructure that allows for advancement.

Appendix A

Douglas Taren, PhD

Dr. Taren received his doctoral degree (PhD) in International Nutrition from Cornell University in 1986. Dr. Taren served on the faculty at the University of South Florida, College of Public Health from 1987 to 1992. He joined the College of Medicine at the University of Arizona in 1996. He is currently hold the rank of Professor at the Mel and Enid Zuckerman College of Public Health at the University of Arizona where he chaired the Master of Public Health program from 2001-2006 and is currently head of its Maternal and Child Health Training Program.

Dr. Taren's research and academic endeavors during the past 20 years have focused on public health approaches to decreasing vitamin A deficiency, women's health and the prevention of preterm infants, the prevention of mother-to-child HIV transmission, the development of educational programs, the improvement of dietary assessment methods, and child nutrition. His research and teaching has included projects in Panama, Costa Rica, Nicaragua, Honduras, Venezuela, Mexico, Jamaica, China, Nepal, Kenya, and Zambia. His research and educational programs have been supported by national and international agencies including the National Institutes of Health, the U.S. Centers for Disease Control and Prevention, the U.S. Department of Agriculture, the U.S. Agency for International Development, the Health Resources and Services Administration Maternal and Child Health Bureau, and the United Nations and private organizations including the Kellogg Foundation and the Elizabeth Glaser Pediatric AIDS Foundation.

Selected Publications

- Taren DL, Nesheim MC, Crompton DWT, Holland CV, Barbeau I, Rivera G, Sanjur D, Tiffany J, & Tucker K.** Contribution of Ascariasis to Poor Nutritional Status of Children From Chiriqui Province, Republic of Panama. *Parasitology* 95:603-613, 1987.
- Taren DL, & Crompton DWT.** Mechanisms for Interactions between Parasitism and Nutritional Status. *Clinical Nutrition* 8:227-238, 1990.
- Taren DL, Clark W, Chernesky M, & Quirk E.** Weekly food servings and participation in social programs among low income families. *American Journal of Public Health* 80(11):1376-1378, 1990.
- Taren DL, & Graven SN.** Nutritional and educational components of prenatal care and their association with low birth weight infants in the Florida prevention of preterm birth program. *Public Health Reports* 106(4):426-436, 1991.
- Taren DL, & Graven SN.** The sensitivity and specificity of a preterm risk score at various cut-off points. *Journal of Perinatology* 11(2):130-136, 1991.
- Beerbower KS, Taren DL, & Jacobson HN.** Childhood obesity: An international comparison and implications for management. Part I. *Journal of the Florida Public Health Association* 3:20-24, 1992.
- Beerbower KS, Taren DL, & Jacobson HN.** Weight Control Programs for Obese Children, Part II. *Journal of the Florida Public Health Association.* 4:40-46, 1992
- Taren DL, Sanjur D, Rivera G, Crompton DWT, Nesheim M, Cox JC, & Williamson ECM.** Nutritional status of guaymi indians: Predictors of plasma vitamin a and other indicators of nutritional status. *Archivos Latinoamericanos de Nutrición* 42(2):118-126, 1992.
- Taren DL, Freeman MB, & Brandenburg N.** Evaluation of Dietary and Activity Questionnaires for Elementary School Children. *Annals of the New York Academy of Sciences* 699(Oct 29):298-300, 1993.
- Taren DL, & Chen J.** A Positive Association Between Extended Breast-feeding and Growth in Rural Hubei Province, PRC. *American Journal of Clinical Nutrition* 58:862-867, 1993.
- Bockaire P, Taren DL, & Patterson AW.** Knowledge, Attitudes, and Practices of Secondary School Students Toward Obesity in Jamaica. *Cajanus* 27:22-47, 1994.

- Ball TM, & Taren DL. Nutritional Screening of Under-Fives in Malawi: The Road-To-Health Card vs Arm Circumference and Maternal Reporting of Illness. *Journal of Tropical Pediatrics* 41:250-252, 1995.
- Taren DL, Tobar M, Hill A, Howell W, Shisslak C, Bell I, Ritenbaugh C. The Association of Energy Intake Bias with Psychological Scores of Women. *European Journal of Clinical Nutrition* 53:570-578, 1999.
- Bruinsma, Taren DL. Chocolate: food or drug? *Journal of the American Dietetics Association* 99:1249-56, 1999.
- Taren DL, de Tobar M, Whitacre R, Graver E, Aickin M, Ritenbaugh C. Evaluation of the Southwest Frequency Questionnaire. *Ecology of Food and Nutrition* 38:515-547, 1999.
- Taren DL. The Infant Feeding and HIV Transmission Controversy Impacts Public Health Services. *Nutrition Today* 35:103-106, 2000.
- Taren DL, Thomson C, Koff NA, Gordon P, Marion M, Callahan P, Fulginiti J, Ritenbaugh C. The Effect of an Integrated Nutrition Curriculum on Medical Student Performance As Measured by an Objective Structured Clinical Examination (OSCE). *American Journal of Clinical Nutrition*. 73(6):1107-12, 2001
- Taren D, Dwyer J, Freedman L, Solomons NW. Dietary Assessment Methods: Where do we go from here? *Public Health Nutrition* 2002;5(6a):1001-1003
- Taren D. The International Conferences on Dietary Assessment Methods. *Public Health Nutrition* 5(6a):817-819, 2002. (Letter)
- Taren D. Feedback on WHO/FAO Global report on diet, nutrition and non-communicable diseases. *Public Health Nutrition* 2003;6(5):425.
- Taren DL, Duncan B, Shrestha K, Shrestha N, Genaro-Wolf D, Schleicher RL, Pfeiffer CM, Sowell AL, Greivenkamp J, Canfield L. The Night Vision Threshold Test is a Better Predictor of Low Serum Vitamin A Concentrations than Self-Reported Night Blindness in Urban Nepalese Pregnant Women. *J Nutrition* 134:2573-2578, 2004.
- Avila-Rodríguez, EH, Avila-Rodríguez A, Araujo-Contreras, JM, Villarreal-Martínez A, Nava-Ortiz E, Arreola-Leyva NM, Retana-Felix L, Flores-Soria R, Taren D, Rivas-Avila E. Evaluación del Estado Nutricio de la Población que acude al Hospital Municipal del Niño de Durango. 1. Deterioro del Crecimiento y Factores Asociados. *La Salud en Durango* 6(2):15-21, 2005.
- Sankaranarayanan S, Suárez M, Taren D, Genaro-Wolf D, Duncan B, Shrestha K, Shrestha N, Rosales RJ. The concentration of retinol bound to retinol-binding protein (holo-RBP) increases during late gestation in vitamin A sufficient Nepalese women. *J Nutrition* 135(12):2817-22, 2005.
- Maurer J, Taren, DL, Teixeira PJ, Houtkoper LB, Thomson CA, Lohman TG, Going, SB. The Psychosocial and Behavioral Characteristics Related to Energy Misreporting. *Nutrition Reviews* 64(2):53-66, 2006.

Appendix B

Terms of Reference

Assignment: Mid-term Assessment of Institutional Capacity Building Grant

Introduction: The Division of Food Security and Sustainable Agriculture is in year three in the implementation of a five year Institutional Capacity Building Grant from the Office of Food for Peace/USAID. The overall goal of that grant is strengthen CPI's capacity to design and implement high quality Title II programs with a technical focus on strengthening the linkages between agriculture and nutrition in areas of high HIV/AIDS prevalence.

Objective: The objective of the mid-term assessment is to provide FSSA Management with an outside review of the progress of the USAID Institutional Capacity Building grant after 2.5 years of implementation and to provide recommendations on strengthening the process.

Specifics: The consultant shall conduct a review of the status of efforts in the implementation of the ICB grant. The consultant will:

- Assess the added-value capacity to FSSA Division in terms of developing, implementing, and monitoring Food Security programs linked with agriculture, nutrition, and HIV/AIDS
- Identify the gaps and constraints in line with the resources necessary to strengthen the of FSSA to Assess the organizational structure of FSSA Division to design and implement high quality Title II programs with technical focus on agriculture, nutrition, and HIV/AIDS
- Make recommendations on functional, administrative, and technical areas to strengthen FSSA

The methodology of the review shall include a survey of written materials and key interviews with Counterpart personnel, including FSSA HQ and field staff and senior management. The consultant shall make recommendations to CPI on how to improve the process of the grant implementation.

Deliverables: The consultant shall produce a written report to FSSA management that includes an executive summary of principal points.

Appendix C

Schedule of Meetings

Douglas Taren, PhD
Counterpart International Inc.
Washington, DC

Monday July 31, 2006

16:30 – 18:00 Youssouf Sawaga

Tuesday August 1, 2006

13:00 – 14:00 Haile Woldegeorgise

15:00 – 17:00 Arlene Lear

Wednesday August 2, 2006

10:00 – 10:30 Lizza Curzado

11:00 – 12:00 Cole Wolfson

12:00 – 13:00 Tara Williams

13:30 – 14:30 Grace Jones

Thursday August 3, 2006

10:00 – 11:00 David Cohen

15:30 – 16:30 Lelei Lelaulu

Friday August 4, 2006

09:30 – 10:00 Bernadette Smith

10:00 – 11:00 Michael Manske

11:00 – 12:00 Erica Wetzler

13:00 – 14:00 Lilya Wagner

14:30 – 15:30 Youssouf Sawaga

Tuesday August 8, 2006

Thoric Cederstrom

Phone Interviews:

August 4, 2006: Divine Atupra

September 4, 2006: Josephine Trenchard

Appendix D

Indicator	Baseline	FY04 Target	FY04 Achieved	FY04 Achieved vs Target	FY05 Target	FY05 Achieved	FY05 Achieved vs Target	FY06 Target	FY06 Achieved	FY06 Achieved vs Target
ICB Manager hired	0	1	1	100%	NA	0		NA		NA
Staff trained in program management	0	5	4	80%	4	4	100%	5	5	100%
Commodity tracking system in place	0	1	0	0%	1	0.5	50%	1	.8	80%
Database Specialist Hired	0	1	1	100%	NA			NA		NA
Staff trained in commodity tracking	0	10	6	60%	4	4	100%	7	5	71%
Staff trained in supply chain management	0	2	2	100%	2	1	50%	2	0	0%
Management system implemented	0	1	0.25	25%	1	0.5	50%	1	.75	75%
Staff trained in monetization	0	8	3	38%	2	1	50%	2	2	100%
Food security profiles completed	0	2	2	100%	2	1	50%	2	2	100%
Food Security Assessments conducted	0	1	1	100%	0	0		1	1	100%
Food Security Advisory Committee engaged	0	1	1	100%	1	1	100%	1	1	100%
HIV/AIDS Specialist hired	0	1	1	100%	NA			NA		NA
Nutritionist hired	0	1	1	100%	NA			NA		NA
Staff trained in food security	0	12	15	125%	6	5	83%	10	10	100%
Staff trained in Forest Gardens/Sustainable Ag	0	5	10	200%	0	0		5	5	100%
Staff trained in HIV/AIDS and Nutrition	0	15	20	133%	12	15	125%	6	8	133%
MERS Developed	0	1	0.25	25%	1	0.5	50%	1	75%	75%
Staff trained in Environmental Compliance	0	2	4	200%	1	1	100%	5	0	0
Staff trained in MERS	0	12	4	33%	6	4	67%	8	6	75%
DAPs Approved	0	2	4	200%	0	0		2	1	50%
Publications produced	0	3	4	133%	5	4	80%	4	3	75%
FACG meetings attended	0	2	2	100%	2	2	100%	2	2	100%
Steering Committee meetings attended	0	4		0%	NA			NA		NA
M&E Working Group meetings attended	0	2	4	200%	3	3	100%	2	2	100%
Environmental Working Group meetings attended	0	2	2	100%	2	2	100%	2	2	100%
LCB Working Group meetings attended	0	2	0	0%	NA			NA		NA
Op-Ed articles published	0	2	0	0%	0	0		1	0	0%
Public speaking engagements	0	2	2	100%	2	1	50%	2	2	100%
Background publications produced	0	1	1	100%	2	1	50%	2	2	100%
Cost Share	0	\$20,000	0	0%	\$50,000	\$187,645	375%	\$75,000		

Appendix E

Performance Indicator Narrative

Indicator	Comments
ICB Manager Hired	Corin Kaye has been hired as CPI's ICB manager, effective 12/06.
Staff trained in program management	3 key staff participated in Food Aid & USAID Rules and Regs trainings; 3 staff received management training through the American Management Association.
Commodity Tracking System in Place	The CTS is being beta-tested in Tajikistan and will be adapted to Senegal and Mauritania.
Database Specialist Hired	CPI continues to work with its IT department and its software development team based in Kyrgyzstan.
Staff trained in commodity tracking	5 HQ staff received basic training in commodity tracking
Staff trained in supply chain management	0: CPI was unable to implement this training in '06; it will be conducted in '07.
Management system implemented	This MIS system is targeted to be operational by April '07. CPI's Honduras based team is developing the program.
Staff trained in monetization	2 HQ staff received hands-on training in market analysis for monetization in Liberia by a consultant.
Food security profiles completed	Food security profiles were completed for Mauritania and Ethiopia.
Food Security Assessments conducted	CPI staff from Senegal conducted an assessment of food security conditions in southern Mauritania as part of their ongoing Locust Control program.
Food Security Advisory Committee engaged	CPI regularly taps this panel of experts on advice on program design and complementary sources of funding.
HIV/AIDS Specialist hired	Dr. Sawadogo has served as CPI's senior technical advisor for HIV/AIDS since the inception of the ICB grant; however, Dr. Sawadogo recently accepted a field position with UNICEF in Congo. CPI will repost the position and rehire in FY07.
Nutritionist hired	Michael Manske is CPI's specialist in maternal-child health and nutrition. He is currently funded by a fellowship with the Congressional Hunger Center and does not charge to the ICB.
Staff trained in food security	HQ staff participated in several food security training events; and field staff participated in regional training events and received training from visiting HQ staff. At HQ, senior staff member Matt Bolton conducted a series of training events of food security-related topics.

Staff trained in Forest Gardens/Sustainable Ag	CPI finalized its field manual in Forest Gardens in FY06 and will publish in English and Spanish. CPI conducted field trainings in Viet Nam and Philippines but without ICB support.
Staff trained in HIV/AIDS and Nutrition	One HQ staff, the MCHN specialist, participated in a two-week CORE training workshop; the HQ HIV/AIDS specialist trained staff in Senegal; Senegal field staff traveled to Zambia for nutrition/AIDS training.
MERS Developed	CPI has focused its energy on developing three principal modules for its MERS—baseline, mid-term, and final evaluation guidelines. The mid-term assessment guidelines have been finalized and will be applied to the Senegal mid-term. The baseline guidelines will be finalized in time for the Mauritania baseline. The systems for monitoring are being developed by the CPI-Honduras team.
Staff trained in Environmental Compliance	Originally CPI thought that a Reg 216 workshop would be held in Senegal through its partner, Sun Mountain, but currently that is on hold. We are seeking clarification from the regional mission as when that workshop will be implemented, hopefully in FY07.
Staff trained in MERS	CPI food security staff presented one formal workshop on M&E and key staff participate in the CPI-wide M&E working group; CPI staff also actively participate in FANTA working groups on M&E.
DAPs Approved	CPI submitted two MYAPs last year; Mauritania (approved) and Guatemala (with World Vision – not approved). In total CPI has 5 MYAPs or components of MYAPs. Three stand alone MYAPs – Senegal, Tajikistan, and Mauritania. And two components – Ghana (with OICI; MCHN component) and Honduras (with World Vision; M&E component).
Publications produced	CPI continues to produce newspaper articles on topics related to food aid and present papers at professional conferences.
FACG meetings attended	CPI actively attends and participates in the biannual FACG meetings.
Steering Committee meetings attended	This originally was intended for the now defunct FAM. CPI participates in the new working group on hunger and malnutrition.
M&E Working Group meetings attended	CPI participates in all FANTA-led working groups on M&E. CPI's HIV/AIDS advisor contributed significantly to FANTA's new guide on HIV/AIDS.
Environmental Working Group meetings	CPI's Agricultural Specials regularly

attended	participates in the EWG and CPI is a major mover in the updating of the Beyond Compliance manual.
LCB Working Group meetings attended	Not applicable since FAM is not longer functional. However, CPI is documenting its lessons learned in Senegal on local capacity building which will be shared with the larger food security community in some format.
Op-Ed articles published	CPI is working with internet radio to develop a series of development-related programs, including the role of food aid.
Public speaking engagements	From the inception of the ICB, CPI has found numerous opportunities to get public presentations about food aid and its role in US-sponsored development.
Background publications produced	CPI has developed a series of background papers to guide its food security programming; these include: HIV/AIDS, sustainable agriculture; food aid and food security.
Cost Share	